MANITOBA

ANNUAL REPORT

1981-82

The Department of Economic Development and Tourism

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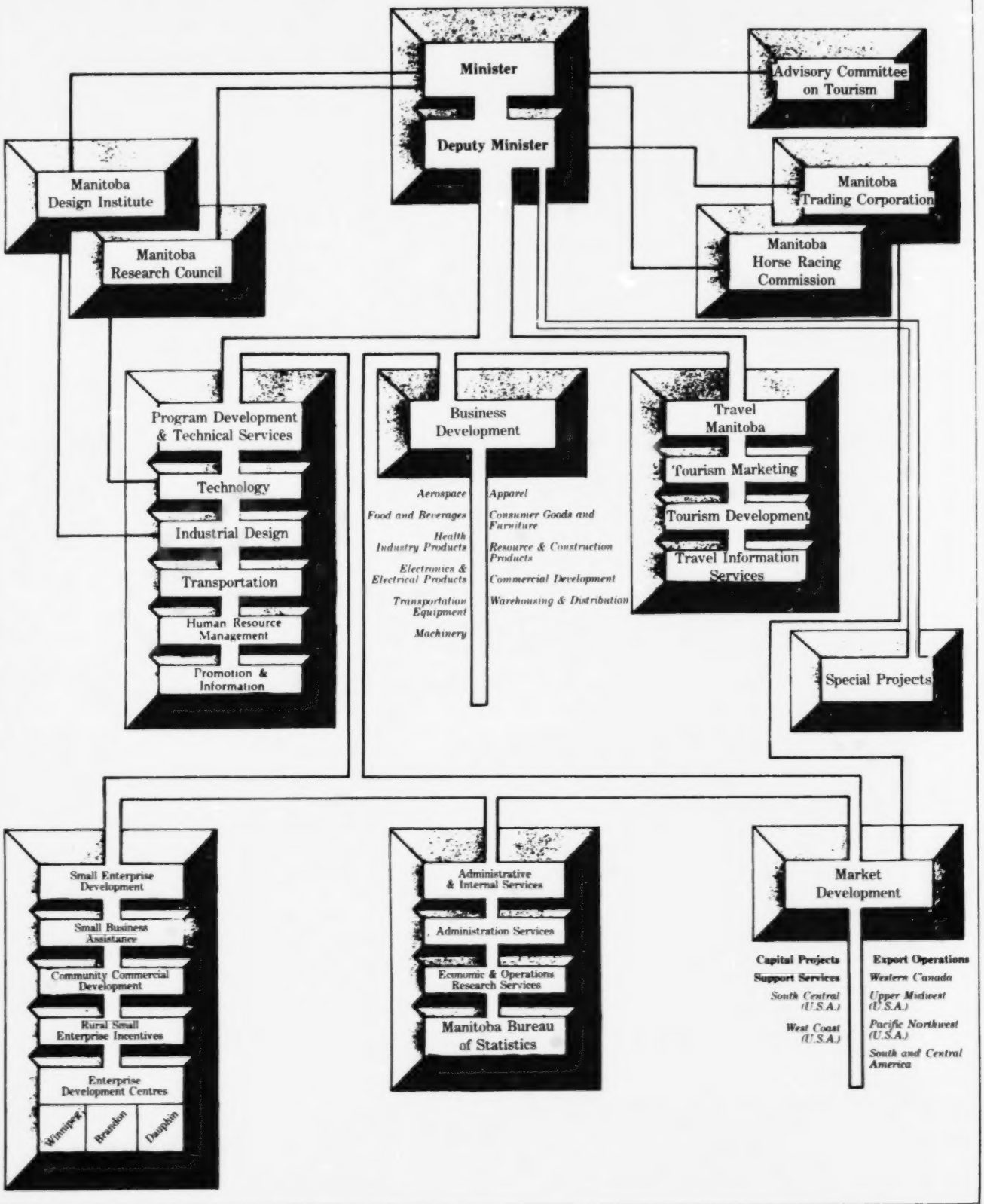
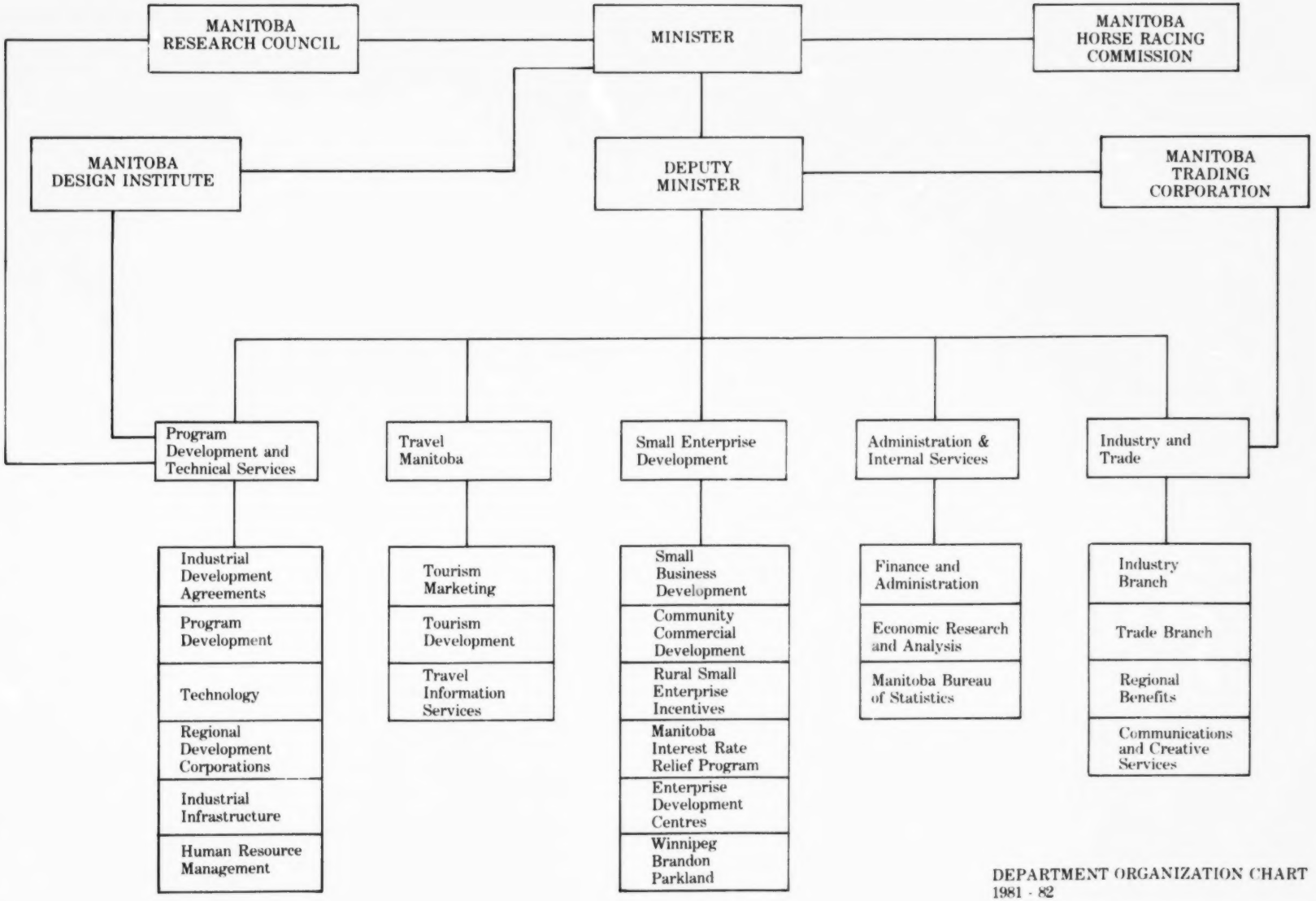
1980-81





DEPARTMENT ORGANIZATION CHART
1981 - 82

Her Honour Pearl McGonigal,
Lieutenant-Governor
of the Province of Manitoba.

May It Please Your Honour:

I have the honour of presenting the Annual Reports for the year ended March 31, 1982 of the Department of Economic Development and Tourism and its associated agencies: the Manitoba Trading Corporation, the Manitoba Bureau of Statistics, the Manitoba Research Council and the Manitoba Design Institute.

Part of the work reported for fiscal 1981-82 took place under the previous administration. In line with the new policy directions of the present government, a series of organizational and functional changes were under review in the latter months of the year covered in this report. A number of these changes have since been implemented. In keeping with our policy of ongoing priorization and evaluation of programs, there will continue to be a strengthening of the long range planning capacity of the department and further changes in departmental direction in the year to come. However, to my knowledge this report represents a full and accurate summary of the work accomplished within the Department of Economic Development and Tourism for the year that ended March 31, 1982.

Respectfully submitted,

Muriel Smith
Minister.

Administration & Internal Services

Finance and Administration

The Finance and Administration Branch provides specialized functions in support of Departmental operational activities, in accordance with Government policy and regulatory procedures.

Activities

The main administrative functions are financial management and accounting, personnel, motor vehicle pool, stock control, travel control, central registry and filing, central photocopying and business library. These functions are service oriented, with an emphasis on response to demand. A further regulatory requirement has been established by the Department of Finance, and this Branch commenced processes necessary to establish a controllership in an internal audit function.

The accounting section processed approximately 11,000 payments to suppliers and government departments during the year, an increase of approximately 25% over the last year.

Business Library

The Business Library supports the research programs of the Department and its affiliated agencies. As well, it is a source of information for other government departments, the business and academic communities, and the general public.

During the fiscal year 1981-82, the Library responded to more than 3,000 reference questions, processed 100 inter-library loans, made 135 loans of audio visual equipment, and conducted 42 on-line literature searches for department members. Departmental listings, almanacs, directories and encyclopedias were revised for their respective publishers as well.

As of March 31, 1982 the Library held 14,600 volumes, with the acquisition of 1,074 new books and 325 new periodicals. 735 purchase orders were processed, including 636 new and renewed subscriptions.

Economic Research and Analysis

This branch provides information development, research analysis and computer programming services to the department executive and line development officers.

Activities

In support of the executive, the branch assisted the work of the Assessment Review Committee, the Interdepartmental Planning Board, the Alcan Socio-Economic Impact Assessment Review Committee, and the Crow Task Force.

The branch prepared regular reviews of developments in the economy in general and in five critical primary markets. Reviews of Federal budgets, Federal legislative and program proposals, and proposals referred to the province under the Foreign Investment Review Act were also prepared.

Economic Research and Analysis also published the annual Community Report series covering 76 rural communities.

In support of the line branches of the Department, the branch prepared regular revisions to data series used in planning and promotion. Some series are released by other agencies while others are generated by the branch itself. Impact estimates were prepared for major projects sponsored by the Industrial Development Branch.

In collaboration with the Manitoba Bureau of Statistics, the branch designed and implemented trading area surveys supported by the Community Commercial Development Program.

It also assisted in the development of computer programs to be applied in regular routine information storage and manipulation.

During the course of the fiscal year some 100 industry or market studies commissioned by line officers were completed.

Industry and Trade Division

Industrial Development Branch

The Industrial Development Branch has several objectives aimed at accelerating the establishment and expansion of business activities in the Province. These include creating new jobs, upgrading job quality, increasing capital investment and reducing the incidence of business failure. In close cooperation with the private sector and business organizations, the branch analyzes information on the advantages of locating a business in Manitoba. In this capacity a wide range of recommendations and specific investment proposals are put forward to the government and investment interests.

Activities

During the 1981-82 fiscal year, Industrial Development assisted in the establishment of new plants, and expansions to numerous existing operations. A separate detailed report is available listing all new plants, expansions, and projects in process. The branch has played either a major or supportive role in all projects listed. The listings can be sensitive and should be treated with some confidentiality, particularly the listing of "in process" projects.

Assistance provided by the Industrial Development Branch varies considerably from project to project and can include any or all of the following types of assistance — provision of technical/professional guidance and information to company management: financial support for feasibility studies on a cost-shared basis, liaison and support for companys' applications for other Federal or Provincial assistance programs such as DREE, EDP, etc.

Among the more significant projects listed for 1981-82 are such new plants as Northern Telecom, Otto Bock and Vita Health. Major expansions include Simplot Chemicals, Palliser Furniture, Canada Wire & Cable, Phillips Cables, Westcott Fashions and Wilson Auto Electric.

Among the more significant projects "in process" are 3M Canada, Ancast, Fisons-Western Peat, Freed Group, Centennial Packers, Dominion Bridge, E.H. Price, Inter-City Gas.

Industry Sector Development

During 1981-82 much time was again devoted toward the Project One portion of the Enterprise Manitoba federal/provincial program. The purpose of Project One is to accelerate the industrial development process in Manitoba, thereby creating new employment opportunities through expanded industrial capacity and new technology. Established priority sectors (Aerospace, Electronics, Food and Beverage, Health Care Products, Light Machinery, Transportation) and other selected sectors continued to dominate activity.

Positive results were obtained from studies and activities in the following areas:

- An Aerospace brochure was produced in co-operation with the companies providing the major capabilities in Manitoba's aerospace industry.
- A number of value added crop initiatives developed from Agro-Manitoba were evaluated for further work. Cost-shared studies were undertaken relative to marketing, development and feasibility of food related projects.
- A major new plant producing health foods was established.
- The Health Care Products Manufacturing Opportunities Show was successfully staged in May 1981.
- A Quality Assurance Program was undertaken in the Light Machinery Sector and has assisted several Manitoba companies to obtain certification for aerospace and defense production work.
- An Industry Newsletter was instituted for companies in the Transportation sector.
- A program was established to identify items for manufacture for the motor vehicle assembly industry.
- The Manitoba Manufacturing Opportunities show was successfully staged in the fall of 1981.

Trade Development Branch

The Trade Development Branch provides service and support to increase inter-Provincial and export sales of Manitoba made goods and services, thus strengthening and expanding the manufacturing base of the Province. The aim is to upgrade marketing capabilities of Manitoba firms and to tie-in sales of Manitoba made products to major projects in Western Canada.

The Branch's priority market areas for investigation were the Upper Midwest and West Coast of the United States and Western Canada. Other regions of the world were serviced as required.

Close liaison has been maintained with other Provincial trade departments as well as the Federal Government, the Trade Commissioners' Service, and agencies such as the Export Development Corporation. The branch advises the Government of Manitoba on a wide range of marketing opportunities for Manitoba made goods and services.

Activities

Trade Development Officers travel to markets to locate distributors, agents or buyers for Manitoba products. Advice and assistance is given on channels of distribution, product presentation suggestions or organizing trade shows or missions. It is the manufacturer that eventually closes a sale.

Advice and assistance was given to 227 requests. Ten (10) market investigation trips were taken into the priority areas. As a result 6 agents were appointed by manufacturers in Minneapolis, Portland, Vancouver, Calgary and

Saskatoon, for building products, furniture, specialty foods and agricultural equipment. Sales reported by companies amounted to $708,300 (excluding trade shows which are reported later).

A major activity of Trade Development Officers was to seek out, advise, assist or organize participation of manufacturers at trade shows either with financial assistance by the Branch, Federal PEMD or solo participation by manufacturer. In January 1982 10 companies were sponsored in a Manitoba display at the Northern Farm Show in Minneapolis. In March 1982 7 Manitoba companies were again in Minneapolis to participate in the Canadian Food and Beverage Show, sponsored by the Canadian Consulate. Companies made several distributor contacts and good initial sales.

Another major area of activity was the promotion of Manitoba manufactured products and services to owners and constructors of major energy related projects in Western Canada.

The consultative committee formed for this purpose, and operating under the Enterprise Manitoba joint Federal/Provincial program, includes representatives of the Manitoba Chambers of Commerce, Canadian Manufacturers' Association, Winnipeg Business Development Corporation, Trade Development Branch, Department of Economic Development and Tourism and Federal Regional Department of Industry, Trade and Commerce.

In January 1982 the consultative committee organized a group of senior purchasing executives from the oil and gas industry to meet with a broad cross-section of Manitoba manufacturers in Winnipeg. Products and services available in Manitoba were identified for sale to owners and constructors of major projects in Western Canada.

The Branch participated as an observer on the Major Projects Task Force of industry and labour. The Branch was also involved in the review process for industrial benefits for Manitoba manufacturers in major projects in Canada.

Trade Show and Mission Activities

The Trade Assistance Program cost shares with Manitoba manufacturer expenses related to trade show participation or sales missions in Canada or the U.S.A. Manufacturers are supported on individual exhibits at trade shows or where deemed of benefit, the Department books block space for a common Manitoba display for numerous participants. The support is intended to encourage new market penetration and share the initial risk. Trade shows are an excellent means of obtaining a feel for a market. Actual sales at a show are not necessarily a measurement of success or failure. At some shows buying can be brisk, but most first time exhibits are strictly for introduction of products, establishing contacts with potential buyers and initial trial sales, but only proper follow-up and/or repeat exhibits by the company will achieve sustained sales.

In the fiscal year 1981-82, a total of 46 companies were supported in 30 promotions in Calgary, Edmonton, Halifax, Minneapolis, Montreal, Regina, San Jose, California, Saskatoon, Stratford, Ontario, Toronto, and Vancouver. Products promoted included agricultural equipment, building materials, furniture, stoves, automotive accessories, books, toys, gifts and crafts, leisure products, apparel, and others. Actual sales signed at shows were reported as $552,466 and $839,000 as anticipated. Forty-two (42) agents or distributors were appointed.

A support role was provided to Departmental promotions with the Manitoba Manufacturing Opportunities Show in October 1981 and the Winnipeg Chamber of Commerce Business Show.

Commercial Services

The commercial services sector provides guidance and information on trade procedures. This includes advice on U.S., Canadian or foreign tariff matters, foreign rules and regulations, export pricing, shipping, documentation, finance and insurance, contracts and other aspects related to an export transaction to anywhere in the world. Two-hundred and fifty-eight (258) requests were handled assisting sales of $612,142. Liaison was maintained with banks, customs authorities, transportation companies, COSTPRO (Canadian Organization for the Simplification of Trade Procedures), the Trade Development Committee of the Winnipeg Chamber of Commerce and the Canadian Export Association.

Regional Benefits

Formerly Industrial Benefits, the purpose of the Regional Benefits Branch is to maximize use of Manitoba goods and services in all major capital economic activities throughout the province. Similarly, maximization of purchases by the Manitoba Government, its agencies and other related institutions, of Manitoba-made goods and services is an important program objective.

Activities

The Branch was formed in July, 1981. Since that time the Branch has largely concentrated on resource development projects and major manufacturing opportunities throughout the province. Recent accomplishments:

- A computerized Manitoba Sourcing Directory has been integrated into the Branch for use as a sourcing tool for Manitoba manufactured products.
- Mid-way through the fiscal year branch activities shifted emphasis to take a much broader look at the whole area of regional industrial benefits, and not just the concept of major resource projects.
- A report was prepared outlining potential suppliers for electrical apparatus and hydro electric generating facilities.
- Two informal seminars have been held to promote and publicize opportunities resulting from major projects to specific interest groups in the Province.
- Action plan developed in co-operation with Canadian General Electric in order to create new industrial development, sub-contracting or offsets in Manitoba from CGE.
- Individual meetings have been held with interested Manitoba companies to discuss the Regional Benefits Program, sourcing assistance and major project requirements/opportunities.

Communications and Creative Services

This Branch provides specific communications services to operating branches of the Department of Economic Development and Tourism and to the general public. The branch also provides similar services to promote programs conducted under Enterprise Manitoba, the five-year, $44 million Canada-Manitoba Industrial Development Subsidiary Agreement. These communications efforts are accomplished through the use of:

- Printed literature (brochures, pamphlets and special reports)
- Industrial Development Advertising
- Public Relations
- Trade Shows (exhibits and displays)
- Audio-visual Presentations
- Promotional Events (sod-turnings, plant openings and new product introductions)

Activities

A high-profile brochure promoting Manitoba's aerospace industry capabilities was produced under Enterprise Manitoba. The branch also coordinated the production of brochures for the recently announced Manitoba Interest Rate Relief Program. Other print productions included the Department's Annual Report, the Enterprise Manitoba Progress Report for 1980-81, and various pamphlets and newsletters in support of ongoing Departmental programs.

Three major advertising initiatives were completed, aimed at attracting new industry to Manitoba, stimulating new and existing markets for Manitoba goods and services, and a campaign promoting Manitoba as a good place to live and do business. Business seminars held throughout the year at the Enterprise Development Centres were advertised extensively in Manitoba newspapers.

Exhibits and displays were produced for 11 business and trade shows in which the Department participated.

Shows included:

- The Health Care Products Show — Winnipeg
- Chamber of Commerce Business Show — Winnipeg
- Portage Trade Fair — Portage la Prairie, Manitoba
- Data '81 — Winnipeg
- Canadian Institute of Food Science and Technology Show — Winnipeg
- The Brandon Exhibition — Brandon, Manitoba
- The International Symposium on Small Business — Ottawa, Ontario
- The Small Business Information Fair — Winnipeg
- Manitoba Manufacturing Opportunities — Winnipeg
- The Northern Farm Show — Minneapolis, Minnesota
- Manitoba Schools Careers Symposium — Winnipeg

The branch coordinated the Department's participation at plant openings, sod-turnings and new product introductions throughout Manitoba in such diverse fields as electronics, oil drilling and medical equipment. As a form of provincial recognition at these events, a distinctive plaque was developed for presentation.

An audio-visual capability and slide library have also been established by Communications and Creative Services to support the Department's participation at conferences and seminars.

Program Development and Technical Services

Industrial Development Agreement

Activities

This function is responsible for the administration of the Enterprise Manitoba program in accordance with the terms of the Canada/Manitoba Industrial Development Subsidiary Agreement and decisions of the Agreement Management Committee. This function is also responsible for two Enterprise Manitoba projects; Industrial/Commercial Promotion and Coordination and Assessment.

The Agreement Management Committee is made up of federal and provincial representatives supported by co-secretaries. The Management Committee met five times in 1981/82 to approve specific activities and supervise progress on the 10 projects which make up Enterprise Manitoba. In addition, the Management Committee submitted the annual progress report to the principal Ministers.

Through the Coordination and Assessment project independent evaluations of the Rural Small Enterprise Incentives program and the Industrial Infrastructure program were completed. Evaluations of the Technology Assistance Program and the Enterprise Development Centres were initiated. An assessment of the economic benefits of railway electrification was conducted in concert with the Department of Highways and Transportation. Staff resources were provided to the Manitoba Design Institute to assist in product development activities. The general promotional and public information requirements of the Enterprise Manitoba Agreement were coordinated and funded through this project.

The Industrial/Commercial Promotion project provided funding for the Regional Development Corporations, the Canadian Fashion Fair and the Major Capital Projects program.

Program Development

The purpose of this function is to improve economic development policies and programs by identifying new directions, opportunities, initiatives and resources and by recommending priorities and strategies in consultation with department staff and with the private sector.

Activities

A) *Clarify Economic Circumstances And Issues*

- Reviewed Manitoba's economic circumstances in the national context.
- Up-dated data concerning the investment requirement and shortfall in the manufacturing sector.
- Assessed ground water availability and quality in Manitoba.
- Developed a summary of provincial economic/tourism programs for each of the ten provinces.
- Developed on a pilot basis sector profiles for the Food and Beverage industry and for each of its nine component industries. Initiated work on other sectors.
- Researched, reviewed and/or commented on a diverse range of issues such as:
  - Small Business Development Bonds
  - Trends in consumer expenditures
  - Labour productivity
  - Federal Government decentralization

B) *Identify And Pursue Appropriate Responses To Needs and Circumstances*

- Assisted in the design and implementation of the Interest Rate Relief Program for small businesses.
- Reviewed policy issue requirements and initiated Venture Capital paper for Small Business.
- Developed illustrative draft approach to a process for strategic planning in the department.
- Supported the Small Enterprise Division in presentations to the Small Business Secretariat.
- Developed and evaluated policy and program suggestions for consideration of Department Executive. For example, a Student Venture Capital Loan program.

C) *Encourage Coordinated Interdepartmental Efforts*

- Discussion with the Department of Labour and Manpower on issues concerning the supply and demand of labour.
- Suggestions concerning study on Railway Electrification for Department of Highways.
- Organized for the benefit of other departments a seminar on evaluating program effectiveness.

D) *Increase Inputs From Other Governments To Manitoba's Economic Development*

- Developed support material on policies and programs. For example, the co-ordination and delivery of Federal Business Assistance programs.
- Assisted in the work of the Federal Task Force on Region Specific programs.
- Prepared material for the Western Premiers' Conference in 1981 and the Premiers' Conference in 1982.
- Assembled material for the Western Committee on Regional Co-operation.
- Drafted provincial position concerning federal proposals on import policy.
- Drafted briefing notes re procurement policy and inter-provincial co-operation for the Premiers' Conference.

E) *Improve Communications With The Private Sector*

- Review of recommendations and proposals from business, and suggestions for appropriate action and response. For example, briefs from the Canadian Manufacturers' Association, Chambers of Commerce, Canadian Federation of Independent Business.
- Assisted the Kanata Institute in its Winnipeg conference concerning economic development and native people.

Technology and Supply Branch

The primary function of the Technology and Supply Branch is to serve as the secretariate to the Manitoba Research Council. In addition, staff advise the Minister on matters related to technology and serve as a liaison between the department and technology related organizations outside the province.

Activities

- Provided extensive management, administrative, organizational, planning, clerical, secretarial and other support related to the operation and functions of the Manitoba Research Council.
- Cooperated in technological activities with the National Research Council, Science Council of Canada, Standards Council of Canada, Canadian Manufacturers' Association, Ministry of State for Science and Technology, Canadian General Standards Board and the Provincial Research Councils across Canada.
- Provided and accessed information, advice and assessments on technological matters and issues for the Minister, senior department staff, other branches and the public as requested. These activities covered a wide variety of technological subjects and related to new products, inventions, services and technologies, employment opportunities, investment, grants, government technological initiatives, technological training, etc.
- Continued administration of a special grant on behalf of the province, of $2 million over three years to the Faculty of Engineering of the University of Manitoba. The purpose of the grant is to allow the faculty to establish and maintain new programs in industrial and computer engineering, upgrade laboratories and stimulate industrial research.
- Administered provincial grants in support of Science Fairs in Manitoba. The objectives of this support are to encourage and provide an opportunity for Manitoba students to increase their understanding, appreciation and interest in science and technology.
- Provided assistance and undertook required analyses for the development of long-term operating plans for the technology centres established under Enterprise Manitoba and for their formal performance assessment and review.
- Monitored the state of technological activity in the province and undertook and promoted activities specifically directed at increasing the benefits to Manitoba from federal science procurement and federal science expenditures. Branch staff continued to promote the concept of a major National Research Council Institute located in Manitoba to conduct applied research and development in manufacturing science and production technology on a national scale.

Regional Development Corporations

The purpose of this program is to assist the rural and northern regions of the Province in identifying local concerns and opportunities for development, and in implementing their priorities through local initiatives and cooperation.

Each Regional Development Corporation is an autonomous body; they elect their own boards-of-directors and executive; they hire their own staff; and they set their own priorities. Membership by eligible municipalities is completely voluntary.

Activities

The following Regional Development Corporations were active during 1981-82:

- Central Plains Inc.
- East-Man Regional Development Inc.
- Parkland Regional Development Inc.
- Interlake Development Corporation Inc.
- Norman Regional Development Incorporated
- Pembina Valley Development Corporation

Annual operating grants and other support are provided to the Regional Development Corporations. The basic annual grant for all corporations meeting the minimum eligibility criteria is $45,000.

Industrial Infrastructure

The Industrial Infrastructure program provides financial assistance to rural and northern municipalities for municipal services and related infrastructure in those instances when the lack of such capacity is a constraint to specific future development opportunities. The objective of the program is to ensure that no qualifying development opportunities are inhibited because of municipal infrastructure deficiencies.

Activities

Applications for cost-sharing assistance received and approved during 1981-82:

Municipality	*Project*	*($000) Amount*
Village of Teulon	Sewage Treatment Engineering Study	$ 0.7
Town of Morden	3 M Canada Inc.	502.5
	Pembina Poultry Packers Ltd.	11.9
		$ 515.1

Claims for cost-shared assistance received and paid during 1981-82:

Municipality	*Project*	*($000) Amount*
R.M. of Russell	CSP Foods Ltd.	$2,902.0
Village of Teulon	Sewage Treatment Engineering Study	0.7
		$2,902.7

Human Resource Management Branch

The purpose of the Human Resource Management Branch is to assist the private sector to improve their productivity and growth through the most effective development and utilization of their human resources.

The branch is responsible for performing the following duties:

- The provision of professional consulting services to industry regarding the management of their human resources.
- The development of comprehensive human resource development and training packages in selected companies.
- The development and carrying out of industrial training policy in Manitoba.
- The provision of assistance to industry in the recruitment and training of special needs persons as well as the coordination of departmental activities related to special needs industrial development projects.
- Assisting industry in the better marketing of job opportunities to prospective employees.

Small Enterprise Development

The objective of Small Enterprise Development is to improve the number, quality and probability of success of new small business ventures, expansions and modernizations. The division also provides management counselling, information and development assistance to small businesses in Manitoba (usually companies having less than 50 employees).

The programs of Small Enterprise Development are fully complementary, and are managed so that the total available resources of the division are accessible to the benefit of specific projects or clients. Generally, forms of assistance are directed toward the following areas:

- Business Development — establishing or expanding a business

- Business Upgrading – modernizing or restructuring a business
- Management Development – training and counselling
- Management Information – planning, starting and operating a business.

Small Business Development

Activities

During the 1981/82 fiscal year, Small Business Development branch personnel assisted in 88 projects which resulted in the creation of 480 new jobs. Intensive counselling with firms in financial difficulty resulted in the continuance of 68 existing jobs.

The diverse range of products manufactured by the firms assisted included water beds, jute bags, bus windows, wood stoves, electronic sound systems and embroidered products.

Staff consultants provided direct support and also utilized complementary Department programs whenever possible. Assistance was provided in determining financing requirements, assessment of market potential and strategies, evaluating production methods and preparing feasibility studies. Branch personnel also coordinated the services of various Federal agencies such as the Federal Business Development Bank, Industry, Trade and Commerce and the Department of Regional Economic Expansion.

In accordance with a stated Branch objective of identifying new development opportunities, Branch personnel attended the annual meeting of the Prairie Implement Manufacturer's Association (PIMA), a United States consumer electronics products show and a Canada Safeway Ltd. export development show.

Rural Small Enterprise Incentives

The Rural Small Enterprise Incentives program (RSEI) established in 1978, provides under Enterprise Manitoba interest-free, forgivable loan incentives to encourage and assist small manufacturing and processing firms to establish, expand or modernize in all areas of the Province outside of Winnipeg. The maximum forgivable loan for new projects is $30,000 and $18,000 for expansions and modernizations.

The program is specifically aimed at small existing businesses and entrepreneurs whose average yearly sales have not exceeded $500,000. The eligible capital costs of a project, essentially building and equipment, must not be over $60,000.

In addition to the financial incentives available under the program, Department staff provide consultative services to assist applicants with planning and assessing their projects. Follow-up counselling is also available to RSEI clients after the projects have been established.

Activities

Eighty-five applications were received during the period under review. Approval was given to 42 projects, which it is estimated will create 164 jobs, including owners/managers, in the second year of operation. A total of 419 applications have been received by the program since its inception; of these 228 projects have been to create an estimated 694 jobs and generate total capital investment of $10 million.

The businesses supported under the program cover over 90 communities throughout the Province.

Community Commercial Development

This program provides assistance to rural and northern communities to improve existing commercial business operations and to plan new, modernized and expanded commercial development.

The service sector is the base of existence for most rural communities. The program is intended to assist participating communities improve and strengthen their service sectors by reducing leakage of local purchasing power to other market areas.

This program offers two levels of support, dependent on the size of the community: Commercial Information and Commercial Development Planning in four sequential phases.

Commercial Information

A. Data collection and Analysis
This phase of the program is intended to assist participating communities in gathering and analyzing information on their local trading area.

B. Data Interpretation –
Following the first phase of the program, there is a requirement by some communities for specialized professional assistance in interpreting and evaluating that data collected and in further refining that information for the purpose of identifying specific commercial opportunities and formulating business plans. This can be done on a community, commercial sub-sector or individual firm basis.

Commercial Development Planning

A. Opportunity Analysis
This phase of the program is designed to provide preliminary feasibility evaluations of proposed major commercial development projects.

B. Following opportunity analysis, the project planning phase offers professional assistance in the refining of feasible concepts into fully implementable development plans for major commercial development projects.

Activities

During 1981/82, preliminary feasibility studies for central business district redevelopment based on trading area reports previously undertaken, were completed for Morris, Russell and Swan River. In addition, the first phase of this program, "Commercial Information", was completed for Morden.

Winnipeg Enterprise Development Centre

Designed to provide a total resource capability for small business, the Winnipeg Enterprise Development Centre (WEDC) became fully operational in February 1980. The Centre's full range of support services include:

- Advance Factory Space
- Management Development and Training
- Small Business Counselling
- Small Business Information

Activities

Six companies "graduated" out of the Advance Factory Space program to their own premises. They included:

- Collett Electronics
- Norscan Instruments
- Homestead Computer Services
- Taggart Enterprise
- Spectrum Manufacturing
- Agri-Springs Ltd.

Six new admissions to the program were approved, and as of March 31, 1982 all eleven (11) modules were occupied. New tenants included:

- M.A. Nate Inc.
- Anaguan Corporation Ltd.
- CNC Mfg. Corp.
- Keltek Printed Circuit
- Superior Bus Mfg. Ltd.
- Euro Craft of Canada Ltd.

A new series of business management guides entitled "Small Business Management Systems" was introduced and includes the following:

- Retail Business Plan
- Service Business Plan
- Construction Business Plan
- Manufacturing Business Plan
- Small Business Finance Plan
- Marketing
- Human Resource Management

A number of evening courses were held which included such programs as Management Function in Small Business, Inventory Management, How to Start a Small Business, and Credit and Collections.

A series of one-half and full day seminars were also delivered including Buying and Selling an Existing Business, The Management of Small Business, Taxation and Small Business, Advertising, Layout, Design and Ad Writing, The Woman Entrepreneur, and Franchising.

The Small Business Counselling Program extended consulting services to approximately 200 new rural clients throughout the Morris, Stonewall and Selkirk areas.

The consultants at the Centre also provided assistance to 523 new urban clients and 366 other rural clients during the fiscal year 1981/82.

Small Business Information (funded through the Department of Economic Development and Tourism) provided services ranging from preliminary information on business start-ups to counselling, to a total of 4,400 clients during the fiscal year 1981/82.

Six issues of the "Report on Small Business" a bi-monthly newsletter directed at the small entrepreneur, have been published and distributed with a mailing list of 3,500.

A new series of information booklets on specific types of business entitled "Entrepreneur Handbooks" was introduced and includes the following:

- Starting a Retail Clothing Store
- Starting a Gift Store

- Starting a Bookstore
- Starting a Convenience Food Store
- Starting a Sporting Goods Store
- Starting a Service Station
- Starting a Coin Operated Laundry
- Starting a Mail Order Business
- The Handicraft Business
- Forms of Business Organizations

Other Activities

a) Feasibility Incentive Program (F.I.P.) for 37 business clients totalling $65,480.

b) Design assistance for Small Projects (D.A.S.P.) for 55 business clients totalling $81,367.02.

c) Physical Distribution Program (P.D.P.) held one orientation seminar, 5 Inventory Management seminars/workshops with extended counselling services to 24 clients, in conjunction with Thorne, Stevenson and Kellogg.

d) Master of Business Administration (M.B.A.) Student Consulting Program, during the summer of 1981, assisted 27 small businesses.

e) Counselling Assistance to Small Enterprises (C.A.S.E.) Program assisted 24 clients in rural Manitoba by cost-sharing consulting fees.

Brandon Enterprise Development Centre

The Brandon Enterprise Development Centre (BEDC) operates as a "total resource", decentralized facility of the Department, providing business information, entrepreneurial development assistance, business counselling and community development support with specific emphasis on small business.

Operational since April 1980, BEDC programs are structured to support rural development. In this regard, the Centre works closely with the Department of Municipal Affairs, establishing planning districts and special opportunity programs with a community focus. The region served includes Portage La Prairie to the east, the Saskatchewan border to the west, south to the U.S. border and north to the Parkland region.

Activities

Business and Entrepreneurial Development
During fiscal 1981-82, 35 companies in the region established or modernized operations, creating an estimated 150 new jobs. The Advance Factory Space program provided rental space to nine (9) new manufacturing businesses, and Design assistance for Small Projects (DASP) supported six (6) companies. Some fifteen (15) clients also made use of feasibility studies under the Financial Analysis Program.

Management Training

Six business management workshops were delivered in Brandon and surrounding communities. A specifically designed "Woman Entrepreneur" seminar was also offered in Brandon and Portage La Prairie. Approximately 150 participants attended these programs in 1981-82.

Business Information and Counselling

The BEDC provided counselling support to 185 businesses in the region, 65% of this activity outside of Brandon. Business counselling was provided to 5 clients of the federal Local Employment Assistance Program (LEAP) and 350 clients received general business information.

Crisis Support

The centre prepared and updated business plans for clients experiencing operational problems and businesses requiring "hands on" day-to-day support. Major projects supported: Sekine Canada Ltd., Edson Mfg., and Brandon Millwork Ltd.

Rural Outreach Program

This program was designed to help rural Manitoba communities adjust from a strictly agricultural orientation. By incorporating other business activity, Rural Outreach helps foster increased entrepreneurial activity and create more jobs in rural communities.

Parkland Enterprise Development Centre

Activities

Established in 1977 and relocated in 1979, the Parkland Enterprise Development Centre has provided a physical facility to place clients in a plant environment in order to encourage the creation of new manufacturing endeavours.

During the fiscal year 1981/82 occupancy reached the 80% level, but at present is 40%.

The remaining Centre client, Westman Plastics Ltd., employs seven (7) people. This company has utilized many services of the Parkland EDC and Brandon EDC as well as the Industrial Technology Centre. Through the assistance received this company has secured a large contract with a major Canadian airline.

The Parkland Enterprise Development Centre is guided by an Advisory Board made up of private sector members from various areas of the region.

The Advisory Board has provided valuable counselling assistance to Centre staff, clients, and the business community of the Province.

The Parkland Enterprise Development Centre provides the Parkland Region with the same consulting services as the Centre residents. A total of 145 clients were provided with support during the fiscal year. In acting as a focal point, the PEDC provides a "one stop shop" improving access to a variety of technical and business development programs. Some of the programs interfaced with are F.B.D.B., C.A.S.E., D.R.E.E., A.R.D.A, I.T. & C., L.E.A.P., Enterprise Manitoba and Travel Manitoba.

Manitoba Interest Rate Relief Program

The Provincial Government introduced the Manitoba Interest Rate Relief Program to provide some measure of relief from the effects of high interest rates on Manitoba small businesses which are in danger of impending closure. Businesses eligible under the program can receive up to $6,000. a year in aid.

The assistance is made up of a 50 percent grant and a 50 percent repayable loan which is interest free for a 24 month period. Assistance may be provided for up to 24 months and is calculated on the basis of actual interest paid.

Eligible firms must have gross receipts of less than $350,000 in 1981, be a majority owned Manitoba enterprise and have been in operation as of July 1, 1981. The business must normally have more than one-employee and show evidence of being in financial distress. In addition, there must be an indication that through the financial assistance and management counselling provided, the operation can become viable.

Management counselling is an integral part of the program and is provided by departmental staff.

Activities

The program began accepting applications on March 1, 1982, and interest claims are retroactive to January 1, 1982. As of March 31, 1982, the program had received 773 inquiries and 67 completed applications. A Small Business Interest Relief Board has been established and is comprised of 5 non-governmental people. This board reports to the Minister and provides policy recommendations.

The program has been allocated $6 million for the provision of assistance to 1,000 small businesses. These businesses can be from any sector.

Travel Manitoba

Travel Manitoba is responsible for marketing Manitoba as a desirable vacation destination, assisting entrepreneurs with the development of tourism accommodations, facilities and attractions, providing visitor reception and tourist information services. Travel Manitoba provides information on tourist attractions and events to the public at large and to the media in Canada and all other interested countries, particularly the U.S.A. Travel Manitoba is also responsible for the administration and program delivery of "Destination Manitoba", a federal/provincial-cost-shared agreement for the development of tourism. The collective objective of Travel Manitoba is to increase the contribution to the provincial economy provided by the Tourism industry.

Tourism Marketing Unit

The purpose of the Tourism Marketing Unit is to increase the frequency of in-province travel by Manitobans and attract visitors from out-of-province markets.

Marketing Strategy

In 1981-82 Travel Manitoba, with the assistance of professional consultants, undertook a major planning exercise to develop a co-ordinated and focused short term marketing strategy. The strategy's findings have since been used in the selection of specific program emphasis and in the allocation of tourism marketing resources.

The resulting marketing plan included a deailed evaluation of economic and tourism industry trends, an objective assessment of Manitoba's strengths and weaknesses and its position in the increasingly competitive tourism industry, plus market priorities and target growth objectives.

Marketing strategies were identified for each of the priority market segments, with program emphasis and resources allocated according to

potential and projected return to the Manitoba economy.

An overall direction was established for the shorter term planning period which is designed to generate growth in those markets closest to home with a strong identified potential. The marketing staff will also work to maintain current volume of travel from other segments and will continue to be responsible for opportunities in developing markets.

The establishment of the marketing strategy's framework during this fiscal year has provided a basis for a combined updating and monitoring program that will ensure maximum return for dollars spent.

Group Travel Marketing

The objective of the group travel marketing section is to stimulate sales through specific marketing programs. Primary, secondary and developing market areas have been identified as group travel destinations.

During 1981-82, programs were initiated or expanded to market Manitoba's vacation "products" through intermediary tour operators, wholesalers and retail travel agents.

Travel Manitoba, in co-operation with the Canadian Government Office of Tourism (C.G.O.T.) and other partners, expanded its participation in travel trade shows in selected market regions; these regions included Minneapolis, Saskatoon, Regina, Winnipeg, Thunder Bay and the eastern markets of Montreal, Toronto, Kitchener, Quebec City, Windsor, Hamilton and Barrie.

In addition, Travel Manitoba played an active role in marketplaces designed to stimulate both consumer and retail agent support. These marketplaces included CanTrav (a co-operative effort with C.G.O.T.) in Minneapolis for the travel trade in that area, and the Minneapolis Star Tribune Fall Trade Show.

Contacts were renewed during 1980-81 at both the National Tour Brokers Association Convention in Phoenix and the American Bus Association Convention in Montreal.

Rendez-Vous Canada, which was held in Halifax in 1981, provided an opportunity for Manitoba suppliers (hotels, attractions, tour operators) to make 50-plus personal sales appointments with Canadian, American and overseas buyers. The assistance provided by Travel Manitoba to these suppliers resulted in new contacts and positive sales results.

In addition to these continuing programs, Travel Manitoba's marketing staff provided guidance and assistance to tour operators and wholesalers from regions outside of Manitoba, who were seeking supplier contact and itinerary counselling.

In conjunction with C.G.O.T., a series of luncheon meetings were held for industry representatives to provide information — and hear feedback — on the programs being undertaken for their benefit.

Travel Manitoba also continued to offer familiarization tours to serious tour operators and wholesalers, and with supplier support, was able to achieve new tour packages produced specifically for the province.

Support was provided to a number of local and out-of-province tour operators in the form of both continuing counselling and financial support. The latter was made available through the Destination Manitoba Tour Development Incentive Program (cost-shared federal/provincial agreement). In 1981-82, 10 companies were assisted in the establishment of new outdoor adventure, fishing and urban tour packages.

Support was also provided in the marketing of package tour products through advertisements placed in selected travel trade publications in support of the direct marketing programs undertaken in these markets.

Marketing Promotions

The marketing promotions section is responsible for mass marketing activities and public awareness programs as directed by Travel Manitoba's marketing plan. Major consumer marketing activities include representation at sport and vacation shows in target markets, mall promotions in co-operation with industry suppliers (hotels, attractions, tour operators) and consumer travel counselling services, including direct mail.

During 1981-82, Travel Manitoba participated in eight major sport/vacation shows in Chicago, St. Louis, Winnipeg (two shows), Milwaukee, Toronto, Des Moines and Minneapolis. Collective attendance at these shows was 1,180,838. Travel Manitoba's staff distributed more than 73,000 pieces of literature and provided one on one counselling to 39,980 potential visitors. A total of 15,411 follow-up mailings also resulted from sport show inquiries.

Mall promotions were held in Fergus Falls and Fargo, North Dakota, where a total of 7,000 pieces of literature were distributed.

A direct mail campaign through major travel publications, conducted in co-operation with the Canadian Government Office of Tourism (C.G.O.T.), generated 4,575 requests for travel information literature.

In addition to regular consumer marketing activities, Travel Manitoba collaborated with the Department of Cultural Affairs and Historical Resources to produce a summer festival entertainment program. "Take A Good Look Manitoba", a travelling road show comprised of talented Manitoba entertainers, gave a total of 16 performances. Portions of the show also travelled to Thunder Bay (Young Canada Games), Ottawa (International Symposium for Small Business) and Montreal (American Bus Association Convention).

Meeting and Convention Marketing

The objectives of the Meeting and Convention program are (i) to increase the number of meetings and conventions held in Manitoba, (ii) to increase delegate registration for meetings and conventions confirmed into the province and (iii) to increase the number of nights delegates spend in the province through pre and post-convention tours.

The meeting and convention program objectives are undertaken in concert with industry partners from the hotels, the Winnipeg Convention Centre and the Convention and Visitors Bureaus. Marketing activities include sales consortiums, convention bid promotions, delegate registration promotions and site inspections. In the calendar year 1981, Winnipeg-based conventions represented $23,282,405.00 in delegate spending. Brandon-based conventions garnered an additional $3,369,600.00.*

Many activities and accomplishments in this program included participation in industry-organized "Canada Calling" marketplaces held in New York, Washington, Chicago and London, England. Travel Manitoba also took part in Winnipeg Convention Centre sales consortiums in Ottawa and Toronto, as well as the annual conferences of the American Society of Association Executives in the United States, the Institute of Association Executives in Canada and the Meeting Planners International Convention.

Travel Manitoba played an active role as well, as a provincial sector member of the National Meeting and Incentive Travel Steering Committee. This committee was established to provide policy direction for federal government meeting and incentive travel initiatives in American and international markets.

Locally, Travel Manitoba instituted an international congress committee to seek out support from the academic and business communities for bid activities within the international congress market.

*Winnipeg and Brandon Convention and Visitors Bureau statistics.

On an international level, Travel Manitoba was involved in a closely contested, unsuccessful bid for the Jaycees World Congress Convention involving 5,000 worldwide delegates. Participation in successful major convention bids included the Special Libraries Association, The International Right of Way Association, the Dispersal Association (Seminar and Equipment Show). Convention servicing provided by Travel Manitoba for incoming conventions through 1981-82 included direct involvement with organizers representing a total of 36,060 delegates. Tourist literature, promotional items and personal travel counselling was provided for these groups.

Advertising

The objective of the advertising program is to create an awareness and favourable image of Manitoba while generating travel to the province by product specific approach.

The "Good to See You" awareness theme, as introduced to the hospitality industry in 1980, was chosen as the theme for consumer advertising in 1981-82.

Travel Manitoba's advertising campaign maintained a strong product specific approach in prime provincial, national and U.S. markets. A newspaper insert listing summer festivals and events taking place in Manitoba was expanded and once again distributed to prime markets in Manitoba, Saskatchewan and North Dakota. Radio, television and spot colour newspaper advertising continued to be utilized to promote a call collect telephone response number (expanded to a 24-hour answering service in the winter of 1981). The fall/winter advertising campaign was also continued and expanded with the promotion and distribution of a Winter Activity kit containing events, listings and the Manitoba Winter Outdoors booklet.

Specialty advertising was introduced with the placement of print ads in trade magazines oriented to fishing markets, travel agents and convention planners. A pre-sell advertising campaign was also launched in Janury 1981, utilizing national publications such as the Reader's Digest.

A further development of the hospitality awareness program was the introduction of a "Good To See You — Hospitality Plus" segment designed to emphasize to owners, managers and employees the importance of the tourism industry in Manitoba. A complete promotion kit containing individual components for both the employee and employer played a pivotal role in

the program. The kit's aids were designed to provide specific information on how each Manitoban can best serve the tourist. The Hospitality Plus program was originally launched in Winnipeg and was then presented to approximately 45 chambers of commerce and associations throughout the province.

Select media advertising of the program and mail-back order forms proved successful, with 15,000 kits being distributed to employers and managers in Manitoba.

Creative Services

The Creative Services section provides a comprehensive "in-house" writing, design, graphic, photographic and audio-visual capability to produce sales tools and informational literature.

Guide books: Creative Services continued to publish a series of guide books which included the Manitoba Vacation Guide, the Manitoba Fishing Guide and Manitoba Winter Outdoors. The "Good To See You" slogan once again appeared on the cover of these and many of the other publications produced by Travel Manitoba.

Brochures: During 1981-82, two Coming Events brochures for Summer-Fall 1981 and Winter-Spring 1981-82 were published, as well as the list of Master Anglers for 1981. A bilingual "Welcome to Manitoba" brochure was reprinted. A colourful winter events folder promoting urban and rural activities, the Manitoba Winter Outdoors booklet and the "Good To See You" theme was also produced.

Maps: The Manitoba Harbours Map, a federal-provincial co-operative effort, was produced and the North of 53 map was reprinted.

Industry Assistance
The Private sector's demand for assistance with the development of product literature continued to increase during 1981-82, particularly with the development of the Manitoba Festivals Association. Canada's National Ukrainian Festival (Dauphin) and the Manitoba Great Western Harness Racing Circuit were among several organizations that were assisted with brochure development and logo design.

Editorial assistance was also provided to other tourism enterprises, specifically the M.S. Lord Selkirk II and Rouge Bus Lines. Creative Services also helped the Manitoba Hotel Association design and co-ordinate an information package as part of an educational display.

Feature Articles
Feature articles were prepared and distributed to a mailing list of approximately 1,700. The list included print and electronic media outlets in Canada, the U.S.A. and abroad, as well as associations, embassies and consulates, Canadian Government Tourism Offices, travel agencies, chambers of commerce, libraries and airlines. The section responded to numerous requests that could not be handled through normal travel counselling channels, for anything from completely illustrated articles to extensive research. Stories and photo features published as a result of this program, as well as the Editours program, are monitored through subscriptions to the Canadian Press clipping service in Canada and Bacon's clipping service in the United States.

Other Promotional Efforts
In addition, Creative Services staff assisted in the production of pamphlets and books, wrote numerous speeches and formal letters, assisted in the production of slide shows and films, and designed charts, displays and exhibits. These services were provided in support of Travel Manitoba programming and private tourism-related organizations such as festival committees and accommodation operators. There was considerable interest in the writer tour program; the staff escorted visiting journalists and photographers to attractions throughout Manitoba.

Photo Library
The collection in the photo library increased with the addition of more 35mm slides and black-and-white prints showing all aspects of life in the Province. Colour separations were available for re-use by the Branch and other government agencies and private publishers.

Films
Approximately 14,000 feet of film depicting recreational activities, festivals, scenes and attractions in Manitoba were shot during 1981-82. This material was used to produce six vignettes which continue to be aired extensively on television as Public Service Announcements. They are seen in Manitoba, North-West Ontario, Eastern Saskatchewan and some areas of North Dakota. This footage was also used to augment both the summer and winter television ad campaigns.

In February 1982, Travel Manitoba's film "Atikameg" (Cree for "clear water") was awarded a Citation of Merit by the judges of the 19th annual National Outdoor Travel Film Festival held in Michigan.

Travel Information Unit

The objective of the Travel Information Unit is to provide Manitoba's visitors with information designed to encourage maximum length of visit and to ensure comfort and convenience.

Travel Information Services

Travel Information Services co-operates in promoting Manitoba through travel route associations such as the Explorers Highroad Foundation, the Northern Woods and Water Route Association, and the Yellowhead Route Association.

A personalized telephone information service continued to be offered from 8:30 a.m. to 9:00 p.m., (all collect calls accepted) inside or outside the province. A supplementary recorded information service gave announcements of coming events, special programs at galleries and museums, occupancy at campgrounds, forest fire reports in summer and snowmobile and ski trail conditions in winter. The telephone number can be reached from any Winnipeg telephone exchange number.

Travel Information Services presently operates seven visitor reception centres at strategic locations throughout the province. Efforts are being made to improve the services currently offered and to increase the number of centres.

Quality Assurance

Quality assurance has been established to ensure that visitors to Manitoba may have a pre-reservation assessment of the relative quality of accommodation throughout the province.

Quality assurance activities included licensing of accommodation facilities (427 licenses were issued to establishments not serving liquor), inspection to ensure compliance with regulations, classifications for star rating, upgrading construction checks and investigation of consumer complaints. Seventeen "Permits to Establish" were issued during the fiscal year 1981-82.

Manitoba's Master Angler Award program is designed to give fishermen official recognition of their catches by means of certificates and badges. In order to qualify, the angler must catch, with rod and line anywhere in Manitoba, any one of 27 different species of fish of a certain minimum weight. During 1981-82, 3,285 trophy-sized fish were listed.

Administrative support by way of management, secretarial, personnel and financial services are provided to all sections of Travel Manitoba.

Tourism Development Unit

The function of this section is to stimulate and facilitate the development of the tourism industry in Manitoba through the provision of tourism plannings services, through human resource development services, through tourism advisory counselling services and through administration and management of the Tourism Sub Agreement and the Tourism Grants Program.

Research and Planning

The objective of the planning and research unit is to assist and encourage the orderly development of tourism facilities, services and attractions through the provision of tourism planning services and tourism research co-ordination.

Accomplishments during 1981-82 included completion of the tourism development strategy for Manitoba. Canadian Travel Survey results for 1979 and 1980 were also analyzed and adapted to pertain to Manitoba.

Research and Planning was responsible for co-ordinating pre and post-testing of travel advertising, and for organizing a market share survey in the U.S. A non-resident travel survey was also developed and the section was involved in co-ordinating Manitoba's participation in a U.S. Market Potential survey. A summer research program was also co-ordinated and advisory assistance was given to a creative services consumer response survey.

With regard to horse racing administrative assistance, Research and Planning was available to assist with the drafting of legislative changes.

A representative was also a member of the ARC Steering Committee and played an active role on the Core Area Committee.

Advisory/Counselling

The branch development consultant advised more than 300 prospective developers of tourist accommodation facilities and operators of existing facilities. Prospective operators received information by means of branch publications and personal consultations. Existing operators received advice and/or assistance pertaining to site location, planning and operations.

Capital investment in tourism facilities amounted to approximately four million dollars for the calendar year 1981. Twenty permits were issued to expand existing facilities.

The extension service programs continued to provide assistance to entrepreneurs within the province. This included site evaluation and planning, examination of the feasibility of operation, financial projections and cost controls. Advice and recommendations were also given on layout and design of facilities and indications of probable net income.

An investment opportunity prospectus for the development of a quality hunting and fishing lodge on Utik Lake was advertised by the

Tourism Development Unit. Twenty-five requests for the prospectus were received from the private sector, and two development proposals were submitted. Although neither proposal proved to be viable, the project is still ongoing.

Assistance with the administration and allocation of moose hunting licenses for non-resident hunters was again provided to the Wildlife Branch of the Department of Natural Resources. This produced a high quality service by the licensed Manitoba lodges and outfitters and in turn improved their economic benefits.

Staff members also took part in a series of guide training programs organized by the Department of Natural Resources. The program is intended to improve the standards of guide services in the province.

Human Resource Development

During 1981-82, the position of Human Resource Development Co-ordinator was created to co-ordinate the planning, development and training needs of the hospitality industry in Manitoba.

Consequently, a Hospitality Resource Centre was developed containing management development training resources (A/V material, films, film equipment) for use by hospitality industry operators throughout the province.

Three technical manuals were also published: "The People Business", a personnel manual; a "Hotel Sales Manual"; and a "Hospitality Industry Financial Management" manual.

A career awareness program was developed in conjunction with the Manitoba Hotel Association, which resulted in the creation of a portable career booth, two career brochures and a career film.

A skilled training program was also created in co operation with the Manitoba Hotel Association for all employees in Manitoba's hospitality industry.

Human resource development consulting services were provided to several major tourism operators, specifically Gull Harbour Resort and the M.S. Lord Selkirk II.

The outline for a Manitoba Hospitality Industry manpower needs study was completed, and the Manitoba Chefs de Cuisine Association was assisted in that organization's efforts to certify and apprentice cooking as a trade in the province.

A proposal for funding was submitted to — and approved by — the Canadian Government Office of Tourism (C.G.O.T.) for a renewed hotel management development program. Also, five grants were processed and administered under Program 5, "Tourism Organization Development", of Destination Manitoba.

Destination Manitoba (Tourism Development Subsidiary Agreement)

The Tourism Development Subsidiary Agreement is a Canada/Manitoba cost-shared agreement (60-40) involving $20 million over a five-year period ending March 31, 1984. The overall objective of the agreement is to strengthen the destination areas in the province and to improve the productivity of the tourism industry through joint industry and government action.

Destination Manitoba programs are the responsibility of Travel Manitoba. The Agreement Management Committee is responsible for the overall management and general administration of the agreement. This committee and Travel Manitoba have ensured the input of the tourism industry in the operation of Destination Manitoba programs through the appointment of a Tourism Agreement Advisory Board and program review committee.

The Tourism Agreement Advisory Board provides co-ordinated industry input, advice and counsel to the Agreement Management Committee on all aspects of the agreement.

At the outset, it was jointly determined by industry and government that implementation of capital assistance programs under Destination Manitoba should be deferred pending the undertaking and completion of a major tourism planning study. In August 1979, the first programs to become operational under the agreement were publicly announced. These programs and the basic objectives, with the 1981-82 activities outlined, are as follows:

Tourism Industry Studies and Planning Program
This program provides for the investigation and analysis of the many aspects of Manitoba's tourism industry to assist the implementation of the several programs under the agreement. The primary initiative was the undertaking of a major tourism planning study by a consortium of consultants. This study will provide a development strategy and plan for the tourism industry in Manitoba over the next five to ten years. In addition, the findings will be used in the determination of criteria and guidelines for the capital grant assistance programs.

The program has allowed the province to participate in the Canadian Travel Survey, which provides data on a quarterly basis on all trips taken by Canadians 50 or more miles away from home. The survey also provides information on

Manitoba travel activities within the province, the market that provides the largest share of tourism industry revenues.

Tourism Industry Organization Program
This program provides grant assistance to facilitate the establishment and strengthening of the organizational and institutional structures in the tourism industry and the carrying out of measures to improve the productivity of the tourism industry in Manitoba. Assistance was provided to the Tourism Industry Association of Manitoba to strengthen its regional programming. In addition, funds were provided to assist in establishing the Brandon Convention and Visitors Bureau Inc. Funds were also made available for training programs related to the Manitoba Hotel Association.

Tourism Attractions Program
This program has been established to assist tourism organizations in establishing, developing and expanding the marketing of new and existing attractions and events in Manitoba, and to assist local and regional areas in becoming popular destinations or target stop-overs for tourists.

The two primary components of this program are (i) an attractions and events marketing segment designed to assist tourism organizations in the development and expansion of their marketing efforts, and (ii) a tour development initiative program which provides assistance to tour operators in the initial development and marketing of new package tours designed to encourage tourism to and within the province.

The Tourism Attractions Program has so far provided assistance to approximately 70 attractions and events in communities throughout the province. Direct developmental and financial assistance has also been given to 12 tour companies which have developed new Manitoba tour packages.

Assistance has also been provided to approximately 100 tourism attractions and events organizations in the form of direct counselling and through regular seminars designed for that purpose.

Origin of Non-Resident Visitors to Manitoba

Calendar Year	Canadians	Americans	Foreign	Total
1976	1,871,802	$1,116,159	23,073	3,061,034
1977	1,816,511	1,042,900	21,132	2,880,543
1978	1,744,700	942,600	43,000*	2,730,300
1979	1,851,520	870,047	56,000	2,777,567
1980	1,938,569	961,022	67,000	2,966,591
1981	2,034,453	959,388	69,412	3,063,253

*Adjustment to Statistics Canada Counting Procedures for Foreign Visits.

Non-Resident Travel Expenditures in Manitoba

Calendar Year	Canadians	U.S. & Foreign	Total
1976	$48,319,000	$64,587,000	$112,906,000
1977	$51,177,000	$63,070,000	$114,247,000
1978	$53,100,000	$63,369,000	$116,469,000
1979	$61,772,262	$67,615,572	$129,387,834
1980	$71,732,093	$81,831,440	$153,563,533
1981	$84,467,233	$94,819,079	$179,286,312

Associated Agencies

The Honourable Muriel Smith,
Minister of Economic Development
and Tourism,
Room 358 Legislative Building,
Winnipeg, Manitoba.
R3C 0V8

Dear Ms. Smith:

It is my pleasure to submit the Annual Report of the Manitoba Trading Corporation for the fiscal year ended March 31, 1982, as requested under Section 15 of the Manitoba Trading Corporation Act.

Respectfully submitted,

Robert S. Thompson
Chairman.

Manitoba Trading Corporation

The Manitoba Trading Corporation was established in 1974 by Legislature as a successor to the Manitoba Export Corporation. It was provided with $500,000 working capital to enable it to finance export transactions on a short term basis. The Corporation is administered by the Trade Development Branch of the Department of Economic Development and Tourism and reports to a Board of Directors.

Activities

The level of activity of the Corporation was not high, given the continuation of previous policy of the Corporation not to become directly involved with buying and selling of goods. The Trade Development Branch replaces that function by actively encouraging and assisting companies to transact export business directly on their own. The Department's activities in Mexico were financed from existing earned revenues of the Manitoba Trading Corporation

A program to finance short term export receivables was investigated and a pilot transaction carried out. The program was not implemented as other sources became more readily available to exporters.

The Corporation provided a trust accounting function to the Health Care Products Manufacturing Opportunity Show, a joint all Provinces/Federal Government import replacement program, held in Winnipeg, April 1 and 2, 1981.

The Board of Directors held 4 meetings.

The Manitoba Trading Corporation
Auditor's Report

I report that the accounts and financial statements of The Manitoba Trading Corporation have been examined under my direction for the fiscal year ended March 31, 1982. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, the financial statements, being Exhibits A and B and Schedule 1, together with the notes thereto, present fairly the financial position of The Manitoba Trading Corporation as at March 31, 1982, and the results of its operations for the year then ended. The financial statements were prepared on an accounting basis consistent with that of the preceding year and are in agreement with the books of the Corporation.

W.K. Ziprick, C.A.
Provincial Auditor.

October 15, 1982,
Winnipeg, Manitoba.

Exhibit A

The Manitoba Trading Corporation

Balance Sheet
as at March 31, 1982
(with 1981 figures for comparison)

	1982	1981
ASSETS		
Current Assets:		
Cash on deposit with Minister of Finance	$502,555.68	$527,949.50
Accounts receivable:		
Trade	3,755.10	9,787.82
Less, allowance for doubtful accounts	2,170.76	5,291.49
	1,584.34	4,496.33
Advance to employee re: Manitoba Trade and Tourism Office	—	6,931.65
Prepaid expenses	—	250.00
	$504,140.02	$539,627.48
LIABILITIES		
Current Liabilities:		
Accounts payable	$ 955.27	7,301.73
Held in trust	—	1,060.00
Advances from the Government of the Province of Manitoba for working capital	500,000.00	500,000.00
Surplus:		
Balance at beginning of year	31,265.75	103,125.37
Expenditure over Revnue, Exhibit B	28,081.00	71,859.62
	3,184.75	31,265.75
	$504,140.02	$539,627.48

Exhibit B

THE MANITOBA TRADING CORPORATION

Statement of Revenue and Expenditure
for the year ended March 31, 1982
(with 1981 figures for comparison)

	1982	1981
Revenue:		
Sales, less discounts	$ -	$15,787.61
Proceeds from sale of office furnishings and equipment relating to the Manitoba Trade and Tourism Office (Note 2)	5,500.00	-
Interest:		
Bridge financing — Export Finance Assistance Program	3,640.00	5.42
Overdue account receivable	125.44	
	3,765.44	5.42
Expenditure recoveries relating to the Manitoba Trade and Tourism Office	-	8,456.78
Sundry	2,153.24	218.41
	11,418.68	24,468.22
Expenditure:		
Product purchases — merchandise	-	14,493.68
Audit fee	1,795.00	1,515.00
Bad debt expenses	1,270.48	(33.12)
Bank charges	183.23	226.00
Foreign exchange	20.06	18.03
Freight and handling	336.38	671.74
Insurance	250.00	183.42
Legal fees	42.57	1,424.80
Membership fee — Canada — China Trade Council	-	500.00
Sample expenses	10.00	3,528.75
Manitoba Trade and Tourism Office (Note 2)		
Salaries	20,277.74	27,811.15
Travel	8,006.30	26,282.84
Telephone	4,047.29	4,666.30
Rent	2,330.28	6,124.68
Advertising and promotion	-	3,893.23
Furnishings and equipment	-	1,675.06
Other operating expenses	930.35	3,346.28
	35,591.96	73,799.54
	39,499.68	96,327.84
Expenditure over Revenue, Exhibit A	$28,081.00	$71,859.62

Schedule 1

THE MANITOBA TRADING CORPORATION

Custodial Trust Account (Note 3)
Statement of Cash Receipts and Disbursements
Health Products Opportunity Show
for the year ended March 31, 1982

	1982
Receipts:	
Govermment of the Province of:	
Quebec	$13,300.00
Ontario	8,461.80
British Columbia	5,700.00
Alberta	5,000.00
Manitoba	2,300.00
Saskatchewan	2,200.00
Nova Scotia	1,650.00
New Brunswick	1,500.00
Prince Edward Island	250.00
	40,361.80
Government of Canada	1,200.00
Canadian Tire Corporation Ltd.	2,000.00
Total receipts	43,561.80
Disbursements:	
Rental and installation of exhibits	23.103.74
Rental of exhibition facilities	19,456.90
Cartage	700.69
Telephone	300.47
Total disbursements	43,561.80
Excess of receipts over disbursements	$ -

Notes to Financial Statements
as at March 31, 1982

1. All costs (except for those directly related to its sales revenue and the operations of the Manitoba Trade and Tourism Office in Mexico City, audit fees and sample expenses) related to the general operation of the Corporation, including salaries, and other administrative expenses, were paid out of an appropriation of the Department of Economic Development and Tourism.

2. The Corporation's Manitoba Trade and Tourism Office in Mexico City was closed in July, 1981.

3. During the year the Corporation acted as custodian for the funds of the Health Products Opportunity Show. The Corporation paid all the expenses of the Show and recovered these expenses from the various sponsoring governments, etc.

Manitoba Bureau of Statistics

The objectives of the Manitoba Bureau of Statistics under Section 3(1) of the Manitoba Statistics Act are: to plan, promote, develop and disseminate integrated social and economic statistics relating to the Province on behalf of the departments and agencies of government in order to avoid duplication of effort. The Manitoba Bureau of Statistics, under agreement with Statistics Canada, serves as the focal point for interface between the Province and Statistics Canada.

This objective is met though 4 main activities responding to requests of departments:

1. Information Requests and Representation
2. Existing Data Sources
3. Data Development and Consultation
4. Administration

The activities of the Bureau are interdependent in nature, the end result being the provision of common statistical data to government departments and agencies. Normally, requests for information can be met from existing data sources. In the event no sources are available, the Bureau will undertake a custom survey at cost to the user. The data will in turn expand the existing data sources of government. In the event that existing data is not sufficient, the Bureau can, under its Act and through liaison, negotiate procedural changes or acquire base data from Statistics Canada.

Activities

Information Requests and Representation:

- Responded to 1,762 statistical information requests of which 67% were from government departments and 33% from businesses and individuals. An additional 128 requests for data were generated from 4 computerized data bases maintained by the Bureau, which provides information on manufacturing investment and businesses in Manitoba.
- Manitoba Bureau of Statistics represents Manitoba on the Federal/Provincial Consultative Council on Statistical Policy, as well as six federal/provincial statistical committees. The Bureau also coordinates provincial departments participation in the eight specialized federal/provincial statistical subject matter committees.
- At the provincial level, Manitoba Bureau of Statistics liaises with research branches of other departments by chairing the Data Users Planning Committee, representing 28 research areas. Through committee meetings and the Manitoba Bureau of Statistics' Stats Bulletin releases, departments are advised and can comment on statistical developments and issues within Manitoba and at the federal level.
- The Bureau coordinated provincial government departments and agencies participation in promoting a complete and effective 1981 Census conducted on June 3, through various Census awareness activities.

Existing Data Sources:

- Volume 3 of The Inventory of Administrative Records and Statistical Files containing abstracts of statistical data, maintained by 14 major Crown Corporations, Boards and Commission was completed for dissemination to 34 government departments and agencies.
- The Bureau provides to users in government departments and agencies statistical publications/reports on various topics. These activities include the Manitoba Statistical Review, a Manitoba compendium of economic, labour force, financial, social and governmental statistics derived from various sources; historical statistical booklets on demographics, investment and manufacturing activity; and Key Economic Indicator data provided on the day of release by Statistics Canada.

Data Development and Consulting:

- An update of The Manitoba Sourcing Directory, a computerized souring inventory identifying the supply capabilities of Manitoba manufacturers was undertaken by the Bureau. As a result, there are 1,666 firms with 2,482 individual products catalogued in the data base.
- An extension of the Manitoba Sourcing Directory to include industrial services (repair and maintenance, welding and machining) firms was planned for the summer of 1982.
- Manitoba Bureau of Statistics developed, conducted and presented a survey of the Manitoba Business Community for the Assessment Review Committee, Department of Municipal Affairs, to determine the impact of property and business taxes on businesses.
- The Bureau continues to conduct the Food and Energy Prices Survey, and the Accommodation Occupancy Surveys for selected government departments.

- As of July 1, 1981, the Bureau implemented a Survey Review Program for the Regulation Review Committee of Cabinet to review all new government surveys of 50 or more respondents. The program is designed to insure statistical quality of provincial government surveys and to minimize respondent burden. During the first 9 months, 19 departmental surveys were reviewed.
- Statistical consulting activities have continued with Manitoba Bureau of Statistics assisting government departments in their statistical activities, in the form of advising on survey design, the application of statistical methodology and techniques and the conducting of statistical seminars and workshops.
- Data Processing operational and consultation services were continued to be provided to Economic Development and Tourism and other government departments. This activity includes forms design, data capture and storage, software package usage, system design, hardware requirements, and survy data processing.

July 8, 1982

Honourable Muriel Smith,
Minister of Economic Development
and Tourism,
Room 358 Legislative Building,
Winnipeg, Manitoba.
R3C 0V8

Dear Ms. Smith:

I am pleased to submit the Annual Report of the Manitoba Research Council for the fiscal year ending March 31, 1982, as required under Section 13 of the Research Council Act.

The year was marked by substantial growth in the operations of the MRC Technology Centres and clear evidence that the Centres are making important contributions to the Provincial technological infrastructure.

The continuing support and encouragement provided to Council by the Department of Economic Development and Tourism is appreciated. Council looks forward to continued co-operative action to strengthen the Provincial economy.

Respectfully submitted,

David B. Tait
Chairman.

Manitoba Research Council

The purpose of the Manitoba Research Council is to advise the Minister of Economic Development and Tourism on matters relating to science and technology and to facilitate and implement scientific technical activities for the benefit of Manitobans, at the request of the Minister, or on behalf of clients.

The functions of the Council, established after a model used by seven other provinces, provide a mechanism for stimulating industrial development through involvement of the private sector, universities and other research organizations.

Under legal agreements with the Province, the Manitoba Research Council operates two technology centres which provide scientific and technological service to industrial and government clients on a contractual basis. Through the Centres the MRC provides a selected range of technological support and actively promotes this capability to the industrial community to assist in solving problems and helping business to achieve their objectives.

Activities

The activities of the Council include the provision of advice and information to the Minister, carrying out of specific technological activities under contract and liaison with other research organizations and similar agencies and boards. The Council's major activities and accomplishments during 1981/82 included the following:

- Continued analysis of the state of research and development of technology utilization in the Province. Specific technological development strategy items and program plans developed by the Council were recommended and discussed with the provincial government.
- Recommended amendments to the legal agreements between the MRC and the Province to more effectively deliver technology support services through the operations of the Industrial Technology Centre and the Canadian Food Products Development Centre.
- Provided information, analysis results and recommendations to the Minister on selected technologies of strategic importance to the Province. The Council staff handled several technical inquiries on behalf of the Minister's office.
- Planned and undertook promotional activities to publicize the services of the technology centres and create public awareness of the importance of technology.
- Initiated and established a Metric Information Centre to provide services pursuant to the legal agreement reached between the Province and the Metric Commission of Canada.
- Continued management of program to provide technical assistance to industry through the operations of the Industrial Technology Centre and the Canadian Food Products Development Centre. The detailed activities of the ITC and the CFPDC are reported separately.
- Developed, supported or led specific Manitoba technological initiatives in several areas including biotechnology, computer aided design/manufacturing, medical products and microelectronics applications.
- Represented the Department in various capacities of cooperation with external groups, including the Science Council of Canada, the National Research Council, Metric Commission and the Standards Council of Canada.
- Continued membership and active participation in the Association of Provincial Research Organizations with attendant benefits being brought to the Province.
- Negotiated and reached agreement with the National Research Council to expand its Technical Information Service within the province.

MRC/NRC Joint Programs

The Manitoba Research Council and the National Research Council have developed close cooperative working arrangements for the delivery of the NRC Industrial Research Assistance Program (IRAP), industrial field services in Manitoba.

Two centres of industrial expertise, the Biomass Energy Institute Inc. and The Canadian Food Products Development Centre received IRAP assistance totalling $32,000 to assist them in providing technical and scientific advice and service to industry.

The IRAP Financial Assistance Programs to Industry provided the following support in Manitoba:

a) IRAP-H (Student in plant work): 43 projects were approved to place students in company plants to solve operational problems. A total of 24 man/months were financed by NRC/IRAP totalling $93,000.

b) IRAP-L (Laboratory Investigation Programs): This was a new industrial problem solving program initiated in the fall of

1981. The technical work was conducted by ITC, CFPDC, and by private consulting firms on behalf of industry clients. A total of 32 projects were approved. Of these, 19 were conducted by the Industrial Technology Centre, five by the Canadian Food Products Development Centre, and eight by private consultants. The total NRC/IRAP contribution was $119,000.

c) IRAP-M (Medium Research & Development Assistance): Eight projects were approved in Manitoba. The NRC/IRAP contribution was $204,000.

The total NRC/IRAP Industrial Assistance obtained through the NRC Manitoba Field Office and the Central NRC Field Services Office was 83 projects with a total value of $574,000.

The NRC officers carried out free assistance work consisting of approximately 1,200 enquiries, 175 plant visits, 210 cases of technical assistance and 75 cases of financial assistance. NRC officers also provided direct assistance for the planning and operations of the Industrial Technology Centre.

Canadian Food Products Development Centre

The Canadian Food Products Development Centre of the Manitoba Research Council is jointly funded by the federal and provincial governments under the "Enterprise Manitoba" Industrial Development Agreement. The objectives of the Centre are to provide scientific and technological service to the food, beverage and feed sectors

Projects and activities undertaken on behalf of clients include:

- Product and process developments
- Evaluation and testing of products and equipment
- Information transfer
- Provision of pilot plant facility
- Specialized technical training

Activities

Excellent progress was achieved in this the second full year of operation of the expanded Food Centre with a three-fold increase in earned income over the previous year, and a two-fold increase in the number of clients served and projects completed.

A total of 78 fee-for-service projects were conducted during the year resulting in at least partial fee recovery from 68 of the total.

Service fees received from client work during the year totalled $188,600 of which approximately 90% came from projects contracted with small or medium-sized Manitoba food companies.

As a result of CFPDC staff efforts, several new or expanded food lines are being test marketed or sold. One of the major highlights of the year was the announcement made by B & B Foods Ltd. that they were proceeding with the construction of a processing plant for silverskin onions. This project serves as an exmaple of how progress can be made through liaison and joint effort among government, industry and university.

Of particular significance is the introduction into the retail market of a new line of packaged bakery mixes by a major food company. Several additional meat and vegetable based products are in various stages of pilot production and market development, with four projects resulting in test market quantities of product being produced in the pilot plant.

Work at the Centre on a new rapid method for the detection of psychrophile organisms in dairy products has led to this procedure being seriously considered for adoption in the industry.

At year-end, projects totalling $89,000 in value were under investigation with an additional $250,000 in fees under negotiation with clients.

Two major seminars were held at the Canadian Food Products Development Centre with approximately seventy people attending. One spanned three days and focussed on sanitation in various food plants as well as in restaurant and insitutitonal kitchens. The second seminar dealt with quality control in the food industry.

Staff participated in several meetings and seminars and gave technical presentations on Centre activities. One major event was the staging of the 24th Annual Conference of the Canadian Institute of Food Science and Technology in Winnipeg. Following the conference, Directors from eight food-related centres from across Canada met at the Canadian Food Products Development Centre to see the facilities and to discuss potential co-operative effort.

The Canadian Food Products Development Centre participated as exhibitors in several shows including the Central Manitoba Trade Fair (Portage la Prairie), the Small Business Information Fair (Winnipeg) and the CIFST Conference (Winnipeg).

Several meetings and tours were held at the Centre resulting in approximately 300-400 people touring the facilities and learning of the services the Centre provides.

Industrial Technology Centre

The Industrial Technology Centre of the Manitoba Research Council is jointly funded by the federal and provincial governments under the "Enterprise Manitoba" Industrial Development Subsidiary Agreement. The objectives of the Centre are to provide scientific and technical services to Manitoba industry, to stimulate the application of new technology to Manitoba industry, to translate evolving technology into new manufacturing opportunities and to enhance the appeal of Manitoba as an industrial location.

The Industrial Technology Centre supplies technical information and conducts fee-for-service projects, primarily for local industry clients, in the following areas:

- Biotechnology
- Chemical Engineering
- Manufacturing Engineering
- Metallurgy and Material Science

Projects for industry clients include component and machine design and development; prototype fabrication; process development; failure analysis; mechanical testing; system design; plant layout; and computer applications to design and manufacturing. Projects for government clients include long-term studies in areas having implications on the economic and industrial development of the province. Examples are research and development in alternate fuel production and studies on alternate utilization of local natural resources.

Activities

One hundred and fifty-five Fee-for-Service projects were completed during the year while work continued through the year on two additional long-term fee-for-service projects. Of these 157 projects, 147 were for local industry clients while 10 were for government or public utilities. The total value of work completed during the year was $342,200. Nineteen of the industry projects were funded through the National Research Council IRAP Program. Use of the Industrial Technology Centre fee-for-service programs increased dramatically during the year. Sixteen projects were completed during the first quarter of the year, while 85 projects were completed during the last quarter. The majority of projects were conducted by the metallurgy and materials science division and the mechanical engineering division. These two divisions were responsible for about 50% and 30% of projects respectively.

At year end 36 additional fee-for-service projects were in progress at a contracted value of $165,000. In addition, 49 projects were under negotiation for an anticipated value of $1,222,000.

Free services were provided to industry clients in a number of fields: Technical assistance was supplied to 537 clients, assistance in supply to 175 and financial assistance information to 119. Computer data searches for technical information were conducted for 69 clients, while patent searches or patent information were supplied to 195 clients. Staff conducted 411 plant visits during the year.

Of the total yearly service, 86% was supplied to Winnipeg based clients while 14% was supplied to clients in other Manitoba locations. These figures represent total services, with a number of clients being served several times. On the basis of individual firms, 76% of the firms requesting services were from Winnipeg, while 24% from other locations.

Six client seminars were held during the year with a total attendance of about 375 industry personnel. Seminar topics included powder coating of metals, manufacturing systems for plant management, quality assurance for aircraft sub-contractors, a CAD/CAM workshop and a quality assurance workshop.

The Industrial Technology Centre continued to operate the Canadian Health Industry Development Centre, established under a previous federal/provincial agreement. Assistance was given to gain approval for establishment of a blood plasma fractionating facility to be established at the University of Manitoba and to be owned and operated by the Winnipeg Rh Institute Inc. The announced facility should commence in 1983 and will employ about 45 staff during its first year of operation. CHIDC also sponsored a conference on active oxygen in medicine held in Winnipeg during the year. Assistance during this and previous years has also helped in establishing Otto Bock Orthopedic Industries Ltd. in Winnipeg. At year end this firm had constructed a plant in Winnipeg and was employing about 40 staff in the production of orthopedic devices. During the year, an environmental toxicology laboratory was established at the Industrial Technology Centre with contract work being cooperatively conducted for government and industry clients by University of Manitoba and Industrial Technology Centre staff.

Financial assistance was provided to several groups during the year. This included $300,000 in support of the Industrial Applications of Microelectronics Centre Inc., $24,000 in support of the Medical Products Institute Inc. and $186,851.35 in support of biotechnology research by Dr. A. Sehon at the University of Manitoba.

Work continued during the year on developing and providing new programs responsive to industry needs. The requirements for a computer aided engineering service centre in Manitoba were studied in detail with a proposal for development prepared by year end.

THE MANITOBA RESEARCH COUNCIL
AUDITOR'S REPORT

I report that the financial statements of The Manitoba Research Council have been examined under my direction for the fiscal year ended March 31, 1982. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, the financial statements, being Exhibits A, B, C, D, E and F, and Schedules 1, 2 and 3, together with the notes thereto, present fairly the financial position of The Manitoba Research Council as at March 31, 1982 and the results of its operations for the year then ended in accordance with the accounting policies stated in note 1 to the financial statements applied, except for the changes as set out in note 1(b), on a basis consistent with that of the preceding year.

W.K. Ziprick, C.A.,
Provincial Auditor.

November 15, 1982,
Winnipeg, Manitoba.

Exhibit A

THE MANITOBA RESEARCH COUNCIL

Balance Sheet
as at March 31, 1982
(with 1981 figures for comparison)

	1982	1981
ASSETS		
Current:		
Cash	$ 5,000.00	$ 3,000.00
Funds on deposit with the Minister of Finance	501,789.17	147,239.61
Accounts receivable (Note 2)	302,296.84	46,314.21
	809,086.01	196,553.82
Fixed: at cost (Note 1(b)ii)		
Building	832,311.65	796,343.65
Furniture and fixtures	195,888.16	179,405.83
Equipment	1,755,801.02	1,206,136.35
Leasehold improvements	220,678.96	192,962.02
Land	25,000.00	25,000.00
	3,029,679.79	2,399,847.85
	$3,838,765.80	$2,596,401.67
LIABILITIES		
Current:		
Accounts payable	$ 23,082.91	19,939.05
Investment in fixed assets, Schedule 1	3,029,679.79	2,399,847.85
Unexpended funds, Exhibit B	786,003.10	176,614.77
	$3,838,765.80	$2,596,401.67

Exhibit B

THE MANITOBA RESEARCH COUNCIL

Unexpended Funds Summary Statement
as at March 31, 1982
(with 1981 figures for comparison)

	1982	1981
Canadian Food Products Development Centre:		
Grant Account, Exhibit C	$300,893.85	$ 57,392.49
General, Exhibit D	62,371.09	62,371.09
	363,264.94	119,763.58
Industrial Technology Centre:		
Grant Account, Exhibit E	421,523.76	50,276.24
Other Projects, Exhibit F		
Grant Account	-	5,341.18
General	1,214.40	1,233.77
	1,214.40	6,574.95
Unexpended funds – Exhibit A	$786,003.10	$176,614.77

Exhibit C

THE MANITOBA RESEARCH COUNCIL

Statement of Revenue and Expenditure and Unexpended Funds
Canadian Food Products Development Centre, Grant Account
for the year ended March 31, 1982
(with 1981 figures for comparison)

	1982	1981
Revenue:		
Grants received from the Province of Manitoba and Canada (Note 1(a))	$720,651.83	$739,279.07
Fees for service	182,882.56	64,230.90
Contribution from National Research Council (Note 3)	63,000.00	-
Sale of equipment	18,000.00	-
Total revenue	984,534.39	803,609.97
Expenditure, Schedule 2:		
Operating	512,346.80	396,962.30
Capital	228,686.23	346,832.29
Grant	-	2,000.00
Total expenditure	741,033.03	745,794.59
Excess of revenue over expenditure	243,501.36	57,815.38
Balance of unexpended funds at beginning of year	57,392.49	(422.89)
Balance of unexpended funds at end of year, Exhibit B	$300,893.85	$ 57,392.49

Exhibit D

THE MANITOBA RESEARCH COUNCIL

Statement of Revenue and Expenditure and Unexpended Funds
Canadian Food Products Development Centre, General Account
for the year ended March 31, 1982
(with 1981 figures for comparison)

	1982	1981
Balance of unexpended funds at beginning of year	$62,371.09	$62,371.09
Balance of unexpended funds at end of year, Exhibit B	$62,371.09	$62,371.09

Exhibit E

THE MANITOBA RESEARCH COUNCIL

Statement of Revenue and Expenditure and Unexpended Funds
Industrial Technology Centre, Grant Account
for the year ended March 31, 1982
(with 1981 figures for comparison)

	1982	1981
Revenue		
Grants received from the Province of Manitoba and Canada (Note 1(a))	$2,102,116.52	$2,013,842.35
Fees for service	313,212.74	63,461.83
Contribution from the National Research Council (Note 3)	63,000.00	-
Metric Information Centre Agreement (Note 4)	75,650.00	
Total revenue	2,553,979.26	2,077,304.18
Expenditure, Schedule 3		
Operating	1,237,468.90	821,442.65
Capital	432,411.49	708,879.90
Contracts	510,851.35	480,668.34
Grants	2,000.00	22,577.17
Total expenditure	2,182,731.74	2,022,568.06
Excess of revenue over expenditure	371,247.52	54,736.12
Balance of unexpended funds at beginning of year	50,276.24	(4,459.88)
Balance of unexpended funds at end of year, Exhibit B	$ 421,523.76	$ 50,276.24

Exhibit F

THE MANITOBA RESEARCH COUNCIL

Statement of Revenue and Expenditure and Unexpended Funds — Other Projects
for the year ended March 31, 1982
(with 1981 figures for comparison)

	1982	1981
Grant Account		
Expenditures:		
Refunds to the Government of the Province of Manitoba of unexpended project funds	$5,360.55	$ 8,203.72
R.A. Fisher — Foundry Furnace	-	1,440.60
Wintering of Honey Bees and Production of Queen Bees	-	1,524.77
Total expenditures	5,360.55	11,169.09
Balance of unexpended funds at beginning of year	5,341.18	16,510.27
	(19.37)	5,341.18
Allocation from General Account	19.37	-
Balance of unexpended funds at end of year Exhibit B	$ -	$ 5,341.18
General Account		
Balance of unexpended funds at beginning of year	$1,233.77	$ 1,233.77
Allocation to Grant Account	19.37	-
Balance of unexpended funds at end of year Exhibit B	$1,214.40	$ 1,233.77

Schedule 1
THE MANITOBA RESEARCH COUNCIL

Schedule of Investment in Fixed Assets — at Cost
for the year ended March 31, 1982

	Balance March 31, 1982	Acquisitions	Dispositions	Balance March 31, 1982
Canadian Food Products Development Centre				
Equipment	$ 341,641.00	$187,139.39	$31,265.78	$ 497,514.60
Furniture and fixtures	4,280.52	5,578.85	-	9,859.37
Leasehold improvements	12,235.94	-	-	12,235.94
Building	769,343.65	35,968.00	-	832,311.65
Land	25,000.00	-	-	25,000.00
	1,179,501.11	228,686.23	31,265.78	1,376,921.56
Industrial Technology Centre				
Equipment	864,495.35	393,791.07	-	1,258,286.42
Furniture and fixtures	175,125.31	10,903.48	-	186,028.79
Leasehold improvements	180,726.08	27,716.94	-	208,443.02
	1,220,346.74	432,411.49	-	1,652,758.23
Investment in fixed assets, Exhibit A	$2,399,847.85	$661,097.72	$31,265.78	$3,029,679.79

Schedule 2
THE MANITOBA RESEARCH COUNCIL

Schedule of Expenditures
Canadian Food Products Development Centre — Grant Account
for the year ended March 31, 1982
(with 1981 figures for comparison)

	1982	1981
Expenditures:		
Operating:		
Advertising and promotion	$ 9,239.10	$ 24,132.73
Building maintenance and repair	8,254.97	5,452.18
Equipment — rentals, maintenance and repair	13,273.96	7,362.39
Fees — memberships, seminars, customs and audit	16,792.75	14,711.16
Heating, utilities and taxes	21,749.76	18,715.55
Laboratory supplies	46,460.57	51,187.38
Library — consultants and publications	23,542.41	17,518.72
Postage and telephone	11,059.54	8,001.94
Printing and stationery supplies	7,737.67	7,357.86
Purchased testing services	3,217.13	5,032.50
Real estate rental	5,299.85	-
Salaries and employee benefits	265,295.41	213,947.67
Staff transfer and relocation costs	4,985.78	12,269.87
Technical assistants	58,923.05	-
Travel and transportation	16,514.86	11,272.35
	512,346.80	396,962.30
Capital:		
Building architect and consulting engineer	-	2,877.75
Construction contract	35,968.00	134,568.68
Equipment and furnishings	192,718.23	209,385.86
	228,686.23	346,832.29
Grant:		
Canada Wide Science Fair	-	2,000.00
Total expenditures, Exhibit C	$741,033.03	$745,794.59

Schedule 3

THE MANITOBA RESEARCH COUNCIL

Schedule of Expenditures
Industrial Technology Centre, Grant Account
for the year ended March 31, 1982
(with 1981 figures for comparison)

	1982	1981
Expenditures:		
Operating:		
Advertising and promotion	$ 23,729.21	$ 32,317.88
Bad debt expense	19,639.85	
Building maintenance and repair	12,497.70	22,245.34
Consulting fees	16,357.48	10,493.99
Equipment – rentals, maintenance and repair	22,740.87	14,587.32
Fees – memberships, seminars, customs and audit	18,961.74	5,056.96
Heating, utilities and taxes	44,094.71	24,933.34
Laboratory supplies	118,138.12	82,298.94
Library – consultants and publications	69,498.56	53,691.67
Postage and telephone	21,126.68	22,313.34
Printing and stationery supplies	39,941.94	21,211.59
Purchased testing services	64,387.43	16,169.21
Real estate rental	131,375.32	130,971.96
Salaries and employee benefits	363,513.64	324,569.57
Staff transfer and relocation cost	1,351.25	6,807.36
Technical assistants	223,335.79	15,618.28
Travel and transportation	46,778.61	38,155.90
	1,237,468.90	821,442.65
Capital:		
Professional fee – architect	-	2,916.53
Equipment and furnishings	404,694.55	655,658.37
Leasehold improvements	27,716.94	50,305.00
	432,411.49	708,879.90
Contracts:		
Industrial Applications of Micro Electronics Inc.	300,000.00	283,333.34
Medical Products Institute	24,000.00	75,500.00
University of Manitoba – Dr. Sehon	186,851.35	66,150.00
Winnipeg Rh Institute	-	55,685.00
	510,851.35	480,668.34
Grants:		
Biomass Energy Institute	1,500.00	2,000.00
Canada Wide Science Fair	-	2,000.00
The Institute of Electrical and Electronics Engineers Inc.	-	989.86
Novabio Processes Incorporated	-	1,762.31
Seder Sportswear	500.00	-
Sperry Univac – Defense Systems	-	4,825.00
	2,000.00	11,577.17
Total expenditures, Exhibit E	$2,182,731.74	$2,022,568.06

Notes to Financial Statements
for the year ended March 31, 1982

1. Accounting Policies

(a) Nature of accounts

The Manitoba Research Council is presently carrying out three activities and accounts for each activity in separate grant accounts. The Council operates the Canadian Food Products Development Centre and the Industrial Technology Centre under agreements with the Province of Manitoba, for which the funding is provided by the Governments of Canada and Manitoba under the Subsidiary Agreement on Industrial Development. Under the terms of the Agreement expenditures are shared by Canada and Manitoba on a 62.5 percent and 37.5 percent basis, respectively.

In addition to operating these two Centres as separate activities, the Council undertakes projects or makes grants for specific projects on behalf of the Province of Manitoba or Canada, each of which has been specifically approved by the respective Governments. This is accounted for in the Other Projects Fund.

Funds generated from operations of an activity in periods prior to the Council operating under the Subsidiary Agreement on Industrial Development were recorded in a general account of the activity. These general account funds are available to the Council for undertakings related to the activity in excess of the funds authorized by way of Canada-Manitoba contributions. Under the subsidiary Agreement on Industrial Development, funds generated from operations of the Centres are applied against the costs of operations of the Centre.

Notes to Financial Statements
for the year ended March 31, 1982

(b) Change in accounting policies

(i) Accounting basis:

The Council changed from a cash basis of accounting to an accrual basis of accounting for the fiscal year ended March 31, 1982. In order to reflect the operations for the fiscal year ended March 31, 1982 on an accrual basis, adjustments were also made to the opening position. Accordingly, these adjustments are reflected in the comparative figures for the fiscal year ended March 31, 1981. The adjustments to the 1981 comparative figures increased revenues and accounts receivable by $46,314.21 and increased expenses and accounts payable by $19,939.05 which resulted in a net increase in "unexpended funds" of $26,375.16.

(ii) Fixed assets:

The balance sheet now reflects fixed assets at cost, with a corresponding entry to "Investment in Fixed Assets". This change in disclosure was retro-actively applied to the year ended March 31, 1981.

All fixed asset acquisition and sale transactions appear in the statement of revenue and expenditure. Because asset purchases and sales are reflected as expense and revenue as incurred, no provision is made for depreciation or amortization of fixed assets.

Notes to Financial Statements
for the year ended March 31, 1982

The Council's policy is to remove the cost of all physical assets from the accounts which have:
- become obsolete during the year,
- been sold or otherwise disposed of during the year, or
- in the case of leasehold improvements, a full-write off will be recorded at the termination of the lease period, excluding any renewal option periods.

Restrictions over fixed assets under the Subsidiary Agreement on Industrial Development:

Physical assets acquired or constructed under this agreement must be utilized in a manner compatible with the intent of the agreement for at least 10 years. Any incompatible use of such physical assets within the 10 year period, including disposition by way of outright sale, would require a repayment to Canada of 62.5 percent of the fair market value of the asset at the time of the change of use.

(c) General and administrative expenses

General and administrative expenses relating to the activities of the Canadian Food Products Development Centre and the Industrial Technology Centre are paid for from the funds of these activities except for two departmental staff members assigned to the Industrial Technology centre without charge to the Centre. Administrative and general expenses related to the Council's other operations are paid by the Department of Economic Development and Tourism from its appropriations.

Notes to Financial Statements
for the year ended March 31, 1982

2. Accounts Receivable:

	1982	1981
Canadian Food Products Development Centre		
Trade:		
Province of Manitoba	$ 194.56	$ -
Government of Canada	7,639.56	-
Other	51,664.89	7,247.75
	59,499.01	7,247.75
Contribution Agreement — National Research Council	31,500.00	-
Total	90,999.01	7,247.75
Industrial Technology Centre		
Trade:		
Province of Manitoba	13,427.10	2,975.00
Government of Canada	1,887.99	-
Other	108,472.59	36,091.46
	123,787.68	39,066.46
Less: allowance for doubtful accounts	19,639.85	-
	104,147.83	39,066.46
Contribution agreement — National Research Council	31,500.00	-
Metric Commission Canada — agreement	75,650.00	-
Total	211,297.83	39,066.46
Accounts receivable, Exhibit A	$302,296.84	$46,314.21

3. National Research Council Contribution Arrangement

For the year ended March 31, 1982, a contribution arrangement was approved between the National Research Council (N.R.C.) and the Manitoba Research Council (M.R.C.) which provided that the NRC would contribute $126,000 to the MRC for services equivalent to two staff years plus overhead in respect to M.R.C. providing technical information services to industry in Manitoba, an activity which augments the services that are provided by the NRC. On the basis of NRC's contribution, such services were provided during the year by the staff of the Manitoba Research Council's Industrial Technology Centre and Foods Products Development Centre.

4. Metric Information Centre Agreement

A three year agreement ending March 31, 1984 was entered between Canada and the Province of Manitoba, which annually provides for funding from Canada up to $68,000 plus any change in the Consumer Prices Index on the basis that MRC channel information to and respond to enquiries from individual enterprises and organizations, as well as impart knowledge regarding the plans, progress and implications of metric conversion. During the year, MRC provided such services utilizing the staff, facilities and supplies of the Industrial Technology Centre.

5. Outstanding Commitments as at March 31, 1982
(with 1981 figures for comparison)

	1982	1981
(a) The Canadian Food Products Development Centre:		
Acquisition of Equipment	$ 1,975.92	$ 23,521.37
Federal and Provincial Sales Tax	-	10,489.00
Other committed funds	1,933.42	6,902.58
	$ 3,909.34	$ 40,912.95
(b) Industrial Technology Centre:		
Lease of Premises to June 30, 1982	$294,349.53	$ 425,171.49
Acquisition of Equipment	31,888.86	219,088.12
Federal and Provincial Sales Tax	-	46,549.93
Grant to Industrial Applications of Micro Electronics Inc.	50,000.00	350,000.00
Grant to University of Manitoba — Dr. Sehon	54,408.65	80,900.00
Other committed funds	8,098.88	9,183.63
	$438,745.92	$1,130,893.17

June 15, 1982

The Honourable Muriel Smith
Minister of Economic Development & Tourism
Province of Manitoba
Room 358 Legislative Building
Winnipeg, Manitoba
R3C 0V8

Dear Ms. Smith:

I have the honor of submitting the annual report of the Manitoba Design Institute for the fiscal year ending March 31, 1982.

No separate financial statement is presented as all funds required by the Institute came out of the appropriations of the Economic Development and Tourism Department.

The Board of Directors join me in expressing our gratitude for the support your Department has given us in the execution of our responsibilities.

Respectfully submitted,

Iain L. Campbell
Chairman.

The Manitoba Design Institute

The Manitoba Design Institute was established by the Government of Manitoba in 1963 by an Act of the Legislative Assembly.

The Institute is an advisory body to the Minister of Economic Development and Tourism to whom it recommends policy and programs of industrial design to complement and further the Department's economic development program.

The basic objective of the Manitoba Design Institute is to induce Manitoba's industrial and commercial sectors to apply effectively the industrial design process as an integral part of management operation in the manufacturing of goods and provision of services.

The Institute provides counselling services of a general nature, specialized expertise in organizing and planning for product development, including current federal and provincial cost sharing programs and consulting assistance for products, graphics and packaging design.

Manitoba has a relatively large and highly diversified manufacturing base. A dominant feature of this secondary sector is the many small-scale operations which account for well over 80 percent of industrial enterprises. To maintain growth and stability of employment they must compete with products which are produced elseswhere in Canada, the U.S.A. and overseas.

The application of industrial design in their operations is considered an essential and powerful tool to provide that 'competitive edge' for success in the market place.

Specifically, the Manitoba Design Institute provides:

A. Through education:

- A comprehensive design library with specialized books, periodicals and journals

B. Through development assistance:

- counselling services of a general nature
- specialized expertise in product, graphics and packaging
- consultation for preparing comprehensive product development plans
- information, guidance and assistance regarding possible federal and provincial product development assistance programs

C. Through product evaluation:

- products are evaluated to determine opportunities and problems in the market place
- a confidential report is prepared for company management, analyzing the product's relative strengths and weaknesses, along with recommendations for improvement

D. Through recognition of excellence:

- the Premier's Awards for Design Excellence are given in eight categories every two years to companies demonstrating outstanding achievement in product, graphic and packaging design
- award finalists are exhibited in a major display of design projects.

Activities

In keeping with its mandate, the Institute actively promoted and assisted in the development of industrial design activities within the Department of Economic Development and Tourism. It continued to maintain an effective interface with other government departments, agencies and design oriented organizations. The Institute's activities for 1981/82 are categorized as follows:

A. General Design Promotion

- an audiovisual presentation package was developed for use at meetings with business organizations
- MDI staff spoke to Manitoba Chambers of Commerce in Thompson and Churchill, as well as calling upon business establishments in various centres of rural Manitoba
- presentations on design were made to students at the Faculty of Human Ecology, Red River Community College and Lord Selkirk Regional College
- design orientation meetings were held with various Manitoba Government branches and the federal Department of Industry, Trade and Commerce
- an article on industrial design was written and published by Manitoba Busienss Magazine.

B. Design Implementation

- counselling manufacturers on matters related to produce development and the design of visual marketing support material constitutes a major part of the Institute's staff activities
- support implementation of the product design and product development process in industrial and commercial enterprises was carried out in the following industrial sectors:

– Food and Beverage	26 cases
– Health Care Products	8 cases
– Light Machinery	42 cases
– Electronics	11 cases
– Transportation	21 cases
– Wood Products	18 cases
– Apparel Industry	16 cases
– Service Sector	71 cases

MDI provided guidance in organizing the client's resources by identifying market requirements and developing effective product development strategies.

The Institute also provided assistance in preparing projects for consideration under the federal government's Enterprise Development Program (EDP), and the Design Assistance for Small Projects Program (DASP), which is supported by the federal/provincial "Enterprise Manitoba" agreement.

During the fiscal year,a total of 217 companies were counselled on specific product development projects, a total of 18 were referred to the federal government's EDP program.

The value of approved product development projects under EDP amounted to $1,434,436 with a program contribution of $1,076,452.

The value of various projects which were in process of being completed at the end of the fiscal year amounted to $1,722,740.

The Design Assistance for Small Projects Program is administered by the MDI on behalf of the boards of the Winnipeg and Brandon Enterprise Development Centres. Together they set aside $100,000 of their 1981/82 Enterprise Manitoba budget for this program.

To encourage Manitoba manufacturers and processors to be more competitive, the MDI assists in obtaining professional design help to upgrade their products, packaging, company image and product literature. As a 50/50 cost shared program, DASP contribution has a ceiling of $2,000. It is limited to design services only and does not cover production costs. It is looked upon as an incentive to industry to help them increase sales, improve marketing and productivity by using design profitably.

In the past year, the program has supported four company identity projects, twelve packaging redesign projects, over thirty product brochures, eight catalogues, five marketing graphic presentatations, and six product design evaluations. The total cost of the projects amount to $170,089 of which DASP contributed $78,457. All the design projects were handled by Manitoba designers.

C. Design Demonstration

The Manitoba Design Institute, through its Premier's Awards for Design excellence program, recognizes design achievements and accomplishments in the Province of Manitoba.

The purpose of the Premier's Awards for Design Excellence is to demonstrate the benefits of effective design and to recognize the contribution made by designers and enterprises to the economic, industrial and social development in our communities. The presentation is held during each even numbered year. The Premier's Awards were scheduled to be held April 5, 1982 and an event co-ordinator was hired this past fiscal year on a contractual basis.

One excellence and two merit awards are offered in each of the following eight categories:

– product design
– graphic design
– packaging design
– engineering design
– exhibition design
– interior design
– architectural design
– apparel design

Liaison

Close liaison is maintained with professional organizations in Manitoba, who can provide practical input into the programs and the activities of the Manitoba Design Institute.

Meetings of the MDI Board were held frequently in 1981/82, and directors provided liaison with the community through their business and personal involvements.

To ensure that federal program benefits accrue to the Manitoba manufacturing community a close working relationship is maintained with the National Design Council and Design Canada. This enhances co-ordination of activities, additional program input from elsewhere and a useful exchange of ideas.

Summary of Grants Paid 1981-1982 Fiscal Year

1.	Manitoba Horse Racing Commission	$ 2,688,609.73
2.	Travel Manitoba	190,836.95
3.	"Destination Manitoba" Federal/Provincial Cost-Shared Programs	301,950.57
4.	Economic Development Incentive Programs	905,452.19
5.	"Enterprise Manitoba" Federal/Provincial Cost-Shared Programs	
	A. Rural Small Enterprise Incentives	935,502.83
	B. Regional Development Corporations	280,000.00
	C. Manitoba Research Council	2,822,768.35
	(i) Industrial Technology Centre	510,851.35
	D. Municipal Infrastructure & Site Assistance	2,946,439.23
	E. Other Grants and Assistance	345,958.01
		$11,928,369.21

1. Grants Made to Manitoba Horse Racing Commission — $ 2,688,609.73

2. Travel Manitoba Grants

Tourism and Industry Association of Manitoba	$ 82,400.00
Tourism Manitoba Eastern Region	10,757.00
Tourism Manitoba Interlake Region	9,757.00
Tourism Manitoba – Pembina Valley Region	6,378.95
Tourism Manitoba – Parkland Region	10,757.00
Tourism Manitoba North of 53 Region	15,157.00
Berlin Jaycees Conference	44,130.00
Fun & Fiddle Festival Inc.	5,000.00
Canadian Turtle Derby	2,500.00
Morden Corn & Apple Festival Inc.	1,500.00
Hoof & Holler Days	2,500.00
	$ 190,836.95

3. "Destination Manitoba" Federal/Provincial Cost-shared Program

Manitoba Agricultural Museum Inc.	$ 15,500.00
Canadian Turtle Derby	1,500.00
Port Churchill Chamber of Commerce	750.00
Assiniboia Downs 79 Ltd.	12,500.00
Canada's National Ukrainian Festival Inc.	11,440.62
Manitoba Threshermen's Reunion	1,318.23
Icelandic Festival of Gimli	750.00
Winnipeg Folk Festival	17,155.06
Teulon Interlake Jubilee	1,750.00
Golden Boy Brass	1,000.00
La Societe St. Jean Baptiste	2,367.55
Morden Corn & Apple Festival	650.00
Winnipeg Sports Car Club	5,000.00
Miami Agricultural Society	2,000.00
Swan Valley Museum	1,000.00
Swan Valley Agricultural Society	5,500.00
Flin Flon Trout Festival	3,500.00
St. Pierre-Jolys Frog Follies	5,660.00
Thompson Nickel Days	1,625.00
Canadian Firefighters Association	251.69
Souris & Glenwood Agriculture Society	650.00
Portage Industrial Exhibit	1,000.00
Ukrainian Museum & Village	1,393.69
Rossburn Agricultural Society	2,000.00
Call of The Wild Mountain Music Festival Inc.	5,000.00
Mennonite Village Museum	7,500.00
Manitoba Great Western	5,000.00

Swan River Harness Racing	750.00
Arborg & District Agricultural Museum	700.00
Festival Du Voyageur	16,000.00
University of Winnipeg	1,000.00
Thompson Ski Club Inc.	1,000.00
Sub-Artic Expeditions	15,000.00
Northern Manitoba Outfitters	4,500.00
Manitours Inc.	7,500.00
House of Travel Ltd.	6,000.00
Clearwater Tours Ltd.	9,000.00
Manitoba Lodges & Outfitters Assoc.	5,993.73
Great Canadian Travel	5,000.00
Norm Olfrey Tours	720.00
Crocus Tours	1,675.00
Allens Discover Canada	900.00
Manitoba Marathon Foundation	5,000.00
Selkirk Festival on the Lake	1,750.00
Roblin and District Chamber of Commerce	3,000.00
Manitoba Hotel Association	32,500.00
Tourism Industry Association of Manitoba	70,200.00
	$ 301,950.57

4. Payments made under the Department's Incentive Assistance Program

Northern Manitoba Regional Science Fair	$ 2,000.00
Manitoba Schools Science Symposium	2,000.00
Western Manitoba Science Fair	1,000.00
University of Manitoba (Faculty of Engineering)	722,214.00
City of Thompson	2,000.00
Canadian Manufacturers Association	390.03
Manitoba Tool & Machinery	408.08
Westman Plastics Ltd.	814.33
Perrick Industries Ltd.	1,000.00
Prairie Implement Manufacturers	1,500.00
Superior Bus Manufacturing	125,000.00
Portage and District Council	1,000.00
Ben Sabourin	2,000.00
Western Turbo & Fuel Inc.	2,500.00
Letchford Industries Ltd.	2,475.00
I.D. Fashions Ltd.	1,256.50
Westnofa of Canada	663.30
Gray's P.V.C. Pipes & Co.	881.31
Optimum Management Inc.	1,057.50
T & T Mechanical Services	572.50
A.L. Shaver Manufacturing	592.13
Aquarius Manufacturing	1,049.13
Madison Industries	729.32
APR Industries Ltd.	758.93
Temro Automotive Division	1,125.56
Faroex Ltd.	491.69
Lansy Creations Ltd.	1,167.49
Komand Marketing Enterprises	749.75
Queenston House Publishers	508.25
Yoram Ltd.	934.25
Custom Steel Products	1,255.37
K.P. Engineering Ltd.	567.83
Tal Industries Inc.	804.55
Johnny's Service	1,052.93
Labtronics	1,215.98
Skyway Planetarium	315.00
Acme Chrome Furniture	1,450.00
ARM Industries Ltd.	1,403.50

Sailrider Canada Incorporated	2,374.40
Hamilton & Allen Co. Ltd.	483.14
Olympic Building Systems	723.00
Dring Canada Ltd.	510.25
Acme Bedding & Furniture	1,450.00
Louise Gregorie Originals	873.70
Fort Garry Industries	2,000.00
Coldstream Products of Canada	117.73
Yoram Ltd.	469.75
Easy Living Shops Ltd.	498.00
Society of the Plastic	1,000.00
Manitoba Homebuilders Association	1,250.00
Eddystone Supply Co. Ltd.	39.50
Peter Reimer & Son Ltd.	43.68
Clark Cleaning Ltd.	50.00
Workshops	34.25
Interlake Sail Ltd.	41.25
Falcon Beach Riding Stables	27.75
White Horse Enterprises	132.25
Love Drugs Ltd.	36.25
Steffenson's Woodwork	23.38
Morrow Construction	36.00
McTavish Ford Tractor	70.25
Northern Greenhouse	40.50
Eastern Home Supply	36.25
B. Kelly	42.63
H.J. Brandt Enterprises	36.25
Cartwright Pharmacy	53.25
General Air Care	15.00
Churchill River Marina	100.00
Shtykalo's Painting	32.00
Brandt Electric	23.38
Argue's Food Ltd.	34.13
L'il Corner Store Ltd.	23.50
R. Small Seed Services	205.19
Addon Comgraph Ltd.	87.25
Louttit Lloyd & Louttit	34.12
Western Works	3,500.00
Neepawa Area Development Corporation	2,000.00
	$ 905,452.19

5. "Enterprise Manitoba"

Federal-Provincial Cost-Shared Program

A. Rural Small Enterprise Incentives 81-82 Fiscal Year

Canvasback Equipment Ltd.	$ 1,890.00
Outdoor Scene Ltd.	2,991.40
Gateway Lumber	5,423.70
Monarch Woodworks	3,889.41
Natura Soil Conditioners	1,694.70
A.J.L. Holdings Ltd.	3,386.00
Original Log Cabins Ltd.	8,851.20
K. Gasenzer Enterprizes	4,487.00
Haywood Concrete Products	15,000.00
Superior Whey Products	10,002.50
M. & G. Fur Feather & Fin	5,308.36
Western Blenders Ltd.	9,042.00
Interlake Publishing Ltd.	9,000.00
Atom-Jet Industries Ltd.	5,040.00
McCosh Motors Ltd.	14,700.00
Village Sportswear Manitoba	5,280.00
Kurian Construction Ltd.	7,724.00

Wirth Enterprises	8,400.00
A.L. Shaver Manufacturing	8,250.00
Flying Dutchman Kitchens	3,089.81
Kenco Industries Mask	23,592.00
Hanover Springs Ltd.	15,000.00
Baltic Holdings Ltd.	3,769.00
Sperling Welding Inc.	15,000.00
Selkirk Styrene Products	9,000.00
Westman Plastics Ltd.	15,815.60
Woodies Goodies	4,563.30
Roblin Manufacturing Ltd.	5,745.00
Arm Industries Inc.	10,425.00
Precision Built Homes	14,275.00
Paramount Western Feed	18,000.00
Taurus Golf Ltd.	6,389.80
Eichler Enterprises Ltd.	30,000.00
Craftech Manufacturing	24,585.00
Star Printing (Brandon) Ltd.	6,875.00
HRND Mining & Milling	21,469.00
Eastern Home Supplies	19,250.00
Skyline Aircraft Remanufacturing	26,436.00
Faroex Ltd.	13,560.00
Tiger Hills Sand and Gravel	15,000.00
J.S. Henry & Sons Ltd.	18,000.00
R & R Enterprises Ltd.	30,000.00
Harmak Overhead Door Mft.	15,688.00
Dauphin Wood Products	29,350.00
Arlene-Glen Ceramics	7,335.00
Valley Equipment Ltd.	22,554.00
Randy's Redi-Mix	10,500.00
Cedar Lake Farms Ltd.	10,928.59
Robyn's Nest Ceramics	6,600.00
Kuzminski Seed Cleaning	5,610.00
Springfield Cabinets Ltd.	8,836.80
R. Small Seed Service Ltd.	16,500.00
R. Godard Redi-Mix Ltd.	5,445.00
Hadiken Concrete & Supply	14,685.00
Avenue Automatic Services	9,534.00
Daerwood Industries Services	30,000.00
Inglis Welding Ltd.	30,000.00
Jim Lane Ltd.	7,818.00
Fred Staples Welding	3,000.00
Yamaha Power Centre	7,126.00
Harlington Seed Cleaners	17,260.00
Swan River Glass Ltd.	18,000.00
Esper's Equine Products	13,875.00
B & R Seeds Ltd.	8,910.00
Treherne Seed Services	4,620.00
Clifton M Trainor Enterprises	14,950.00
J. Klassen & J. Enns	7,725.00
Gretna Woodwork	9,270.00
Grazier Custom Mfg.	30,000.00
Frandsen & Ross Ltd.	5,940.00
Dubois Marine Specialists	13,750.00
Arom-Jet Industries Ltd.	9,787.50
Intersteel Industries	30,000.00
NPN Enterprises Ltd.	11,750.00
Northern Specialties Ltd.	14,940.00
Reh-Fit Rebounders Ltd.	3,015.25
	$ 935,502.83

B. Grants to Regional Development Corporations

Norman Regional Development Inc.	$ 52,500.00
Pembina Valley Development Corporation	45,000.00
Interlake Development Corporation	45,000.00
Central Plans Inc.	45,000.00
Parkland Regional Development Inc.	47,500.00
East-Man Regional Development Inc.	45,000.00
	$ 280,000.00

C. Grants to Manitoba Research Council $ 2,822,768.35

(1) Grants By Manitoba Research Council (Industrial Technology Centre)

Industrial Application of Microelectronics	$ 300,000.00
Medical Products Institute	24,000.00
University of Manitoba (Hybridoma Research Agreement)	186,851.35
	$ 510,851.35

D. Municipal Infrastructure & Site Assistance

Village of Teulon	$ 666.67
R.M. of Russell	2,902,040.06
Town of Russell	9,775.00
Town of The Pas	12,537.50
Town of Morris	8,500.00
Town of Swan River	12,920.00
	$ 2,946,439.23

E. Other Grants and Assistance

Export Packers Company	24,750.00
A & M Soil Service (1975) Ltd.	25,091.26
BP Kent Flour Mills Ltd.	4,500.00
University of Manitoba (Jerusalem Artichoke Project)	11,419.94
Farm King Ltd.	5,000.00
Standard Aero Ltd.	80,000.00
Vita Health Co. Ltd.	8,531.25
V.C. North Associates	4,250.00
Manitoba Fashion Institute	3,442.50
Winpak	6,030.00
L.P.C. Incorporated	7,242.20
Keen Enterprises Ltd.	2,385.00
ARM Industries Inc.	2,000.00
Leech Printing Ltd.	978.72
Flying Dutchman Kitchens	895.57
Creative Playroom Workshop	1,045.00
Cancade Company Ltd.	2,000.00
Fleece Line Ventures Ltd.	2,000.00
Blais Aircraft	225.00
Harmak Overhead Door Mfg.	1,647.84
Sunburst Manufacturing	3,000.00
J. Chen	725.00
Atom Jet Industries Ltd.	2,640.00
Sekine Canada Ltd.	7,500.00
Telesky Taxidermists	2,000.00
Kropp Tool & Die Ltd.	520.00
Curry Industries Ltd.	2,000.00
Orange County Electronics	2,000.00
Westnofa of Canada Ltd.	2,000.00
West-Four Sales Ltd.	1,610.00
Optimum Management Inc.	2,000.00
Promo-Wear Ltd.	2,000.00

Lamsy Creations Ltd.	400.00
Hansi Bieri Custom Wood	175.00
Johnson Bros. Mfg. International	2,000.00
Elman's Food Products	255.00
Scriptam Industries	2,000.00
Controlled Environment	1,800.00
Dubois Wild Rice Ltd.	1,457.50
D. Williams	650.00
Yoram Ltd.	1,750.00
Conversions By Vantasy	3,996.00
Linco Products Ltd.	572.25
Linear Systems Ltd.	250.70
Ross Sales Company	1,600.00
Dufort Industries Ltd.	1,400.00
Oakage Furniture	2,000.00
Lion Industries Ltd.	572.25
Interdiscom Systems Ltd.	1,185.00
Mid-West Quilting Co.	1,500.00
Power Ventilation Canada	1,000.00
Jonespac Ltd.	1,250.00
Gateway Soap & Chemicals	750.00
Jordan Holdings Ltd.	926.00
Riteway Industries Ltd.	1,500.00
Willpax Ltd.	500.00
Aquarius Manufacturing	1,110.00
JCF Investments Ltd.	750.00
Manitou Manufacturing	700.00
Westnofa of Canada Ltd.	1,000.00
Minic's Welding Ltd.	650.00
W.K. Printers Aid	750.00
Denray Tire Ltd.	1,250.00
Shilo Farms (1979) Ltd.	2,500.00
Tubeform Ltd.	1,575.00
Marus-chak Industries	750.00
Dimo's tool & Die	750.00
Winkler Grandeur Housing	1,100.00
Bradley Global Enterprises	1,100.00
Dufort Industries Ltd.	2,500.00
Shamrock Systems	4,750.00
Nord-Lock Ltd.	750.00
A-1 Welding Services Ltd.	1,000.00
Canadian Health Supplies	2,250.00
All Canadian Emblem Co.	1,000.00
Skytrek Inc.	1,000.00
Association of Consulting Engineers	2,804.03
Canadian Fashion Fair	65,000.00
	$ 345,958.01